Agriculture and Agri-Food Canada

2016–17

Report on Plans and Priorities

The Honourable Lawrence MacAulay,
Privy Councillor, Member of Parliament,
Minister of Agriculture and Agri-Food

2016–17 Report on Plans and Priorities

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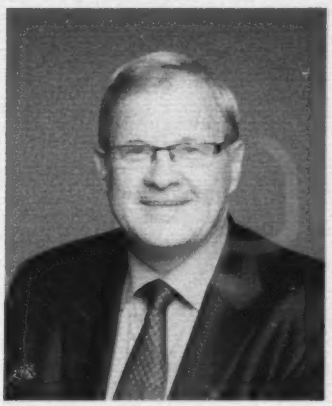


I'm pleased to present this *2016–17 Report on Plans and Priorities* to Parliament and Canadians.

Canada's farmers, food processors and the rest of the agriculture and food industry are vital for our economy. Through targeted initiatives, including those outlined in this report, the Government will support the Canadian agriculture and food sector in a way that allows it to be a leader in job creation and innovation.

Canada's agriculture and food industry is well positioned for continued success. Global demand is growing for food, and Canada's skilled farmers and food processors can meet that demand with high-quality, competitive, world-class products.

Over the coming fiscal year, Agriculture and Agri-Food Canada's priorities will help drive a competitive and market-oriented agriculture and agri-food sector that proactively manages risk. Key focus areas will include market access and development, science and innovation, the environment and business risk management.

Complementing these efforts, my specific mandate as Minister of Agriculture and Agri-Food highlights a number of key priorities, including science and innovation, to keep Canadian agriculture and food on the cutting edge; and trade, to help open new markets for our producers, processors and industry, while promoting Canadian agricultural interests during future trade negotiations.

We will work with industry, the provinces and territories to develop and implement a new multi-year agricultural policy framework to replace *Growing Forward 2*, which expires in 2018.

To help get our great products to market, we will support the Government's review of the Canadian grain transportation system in the context of responding to the *Canada Transportation Act* Review Panel Report. We will invest in food processing to expand markets for farmers and drive job growth.

In partnership with provinces, territories, and other partners, we will help the sector adjust to climate change and better address water and soil conservation and development issues.

This *2016-17 Report on Plans and Priorities* of Agriculture and Agri-Food Canada provides information on how the Department will support the Government in achieving our agenda in the coming year. We will work with our partners inside and outside government to deliver for Canadians.

Given our commitment to more effective reporting, this year's report will be the final submission using the existing reporting framework.

The Prime Minister and the President of the Treasury Board are working to develop new, simplified and more effective reporting processes that will better allow Parliament and Canadians to monitor our Government's progress on delivering real change to Canadians. In the future, Agriculture and Agri-Food Canada's reports to Parliament will focus more transparently on how we are using our resources to fulfill our commitments and achieve results for Canadians.

These new reporting mechanisms will allow Canadians to more easily follow our Department's progress towards delivering on our priorities, which were outlined in the Prime Minister's mandate letter to me[i].

As Canada's Minister of Agriculture and Agri-Food – and a former farmer myself – I'm honoured to represent a sector that gives so much to Canada and Canadians. We have the best farmers in the world, and a dedicated public service. I will continue to reach out to farmers, food processors and the rest of the industry – as well as the provinces, territories and all Canadians – to grow a great future for Canada's agriculture and food industry.

Honourable Lawrence MacAulay,
Privy Councillor, Member of Parliament,
Minister of Agriculture and Agri-Food

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Lawrence MacAulay

Institutional Head: Andrea Lyon, Deputy Minister

Ministerial Portfolio: Agriculture and Agri-Food Canada

Enabling Instrument: *Department of Agriculture and Agri-Food Act*, R.S.C., 1985, c. A-9[ii]

Year of Incorporation / Commencement: 1994

Organizational Context

Raison d'être

The Department of Agriculture and Agri-Food was created in 1868 – one year after Confederation – because of the importance of agriculture to the economic, social and cultural development of Canada. Today, the Department helps create the conditions for the long-term profitability, sustainability and adaptability of the Canadian agricultural sector. Agriculture and Agri-Food Canada supports the sector through initiatives that promote innovation and competitiveness, and that proactively manage risk. The Department's goal is to position agriculture, agri-food and agri-based product industries to realize their full potential by seizing new opportunities in the growing domestic and global marketplace.

Our Vision
To drive innovation and ingenuity to build a world-leading agricultural and food economy for the benefit of all Canadians.

Our Mission
To provide leadership in the growth and development of a competitive, innovative and sustainable Canadian agriculture and agri-food sector.

Responsibilities

The activities of the Department range from the farmer to the consumer, from the farm to global markets, through all phases of producing, processing and marketing of farm, food and bio-based products. Agriculture is also a shared jurisdiction in Canada, and the Department works closely with provincial and territorial governments in the development and delivery of policies and programs.

Agriculture and Agri-Food Canada's mandate is based upon the *Department of Agriculture and Agri-Food Act*. The Minister is also responsible for the administration of several other Acts[iii] such as the *Canadian Agricultural Loans Act*.

The Department is responsible for ensuring collaboration with its portfolio partners[iv] which are also involved in regulating and supporting Canadian agriculture.

The Department includes the Canadian Pari-Mutuel Agency[v]. This special operating agency regulates and supervises pari-mutuel betting on horse racing at racetracks across Canada.

Although the Canadian Food Inspection Agency is no longer part of the Agriculture and Agri-Food portfolio as the Agency now reports to the Minister of Health, the Minister of Agriculture and Agri-Food continues to be responsible for the Canadian Food Inspection Agency's non-food safety activities, including economic and trade issues, consumer protection, as well as important animal health and plant protection work.

Strategic Outcomes and Program Alignment Architecture

1. Strategic Outcome: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk

1.1 Program: Business Risk Management

1.1.1 Sub-Program: AgriStability
1.1.2 Sub-Program: AgriInvest
1.1.3 Sub-Program: AgriRecovery
1.1.4 Sub-Program: AgriInsurance
1.1.5 Sub-Program: AgriRisk
1.1.6 Sub-Program: *Agricultural Marketing Programs Act*
1.1.7 Sub-Program: *Canadian Agricultural Loans Act*

1.2 Program: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems

1.2.1 Sub-Program: Trade and Market Expansion
1.2.2 Sub-Program: Sector Engagement and Development
1.2.3 Sub-Program: Market Development
1.2.4 Sub-Program: Assurance Systems
1.2.5 Sub-Program: Federal-Provincial-Territorial Cost-shared Market Development and Competitiveness
1.2.6 Sub-Program: Pest Management: Pesticides Minor Use Program
1.2.7 Sub-Program: Pest Management: Pesticides Risk Reduction Program

1.3 Program: Farm Products Council of Canada

2. Strategic Outcome: An innovative and sustainable agriculture, agri-food and agri-based products sector

2.1 Program: Science, Innovation, Adoption and Sustainability

2.1.1 Sub-Program: Science Supporting an Innovative and Sustainable Sector
2.1.2 Sub-Program: Research Accelerating Innovation
2.1.3 Sub-Program: Research, Development and Knowledge Transfer
2.1.4 Sub-Program: Enabling Commercialization and Adoption
2.1.5 Sub-Program: Federal-Provincial-Territorial Cost-shared Research, Adoption and Commercialization
2.1.6 Sub-Program: Federal-Provincial-Territorial Cost-shared Environment
2.1.7 Sub-Program: Agricultural Greenhouse Gases Program

2.2 Program: Industry Capacity

2.2.1 Sub-Program: Farm Debt Mediation Service
2.2.2 Sub-Program: Fostering Business Development
2.2.3 Sub-Program: Federal-Provincial-Territorial Cost-shared Adaptability and Industry Capacity
2.2.4 Sub-Program: Community Pastures

2.2.5 Sub-Program: Water Infrastructure
2.2.6 Sub-Program: Churchill Port Utilisation Program
2.2.7 Sub-Program: Canadian Agricultural Adaptation Program

2.3 Program: Canadian Pari-Mutuel Agency

3.1 Program: Internal Services
3.1.1 Sub-Program: Management and Oversight Services
3.1.2 Sub-Program: Communications Services
3.1.3 Sub-Program: Legal Services
3.1.4 Sub-Program: Human Resources Management Services
3.1.5 Sub-Program: Financial Management Services
3.1.6 Sub-Program: Information Management Services
3.1.7 Sub-Program: Information Technology Services
3.1.8 Sub-Program: Real Property Services
3.1.9 Sub-Program: Material Services
3.1.10 Sub-Program: Acquisition Services

Organizational Priorities

Priority: Support a strong, safe, innovative agriculture sector through efforts to improve the competitiveness and adaptability of the sector

Description: Increasing sector competitiveness, both internationally and domestically, improves the resiliency of the sector and its ability to adapt and respond to opportunities and challenges.

Priority Type: Ongoing (as defined by Treasury Board of Canada Secretariat, committed to at least three fiscal years prior to the subject year of the report)

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Develop the successor agriculture policy framework: • complete business risk management mid-term review to inform future policy and program direction; • engage stakeholders in identification of priority areas; and • begin negotiations on the next framework with provincial and territorial governments	January 2014	March 2018	Program 1.1 Business Risk Management Program 1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems Program 2.1 Science, Innovation, Adoption and Sustainability Program 2.2 Industry Capacity Program 3.1 Internal Services

Support the Government's review of the Canadian grain transportation system in the context of responding to the *Canada Transportation Act* Review Panel Report, as well as support for Government investments in transportation infrastructure to improve efficiency and increase system capacity	December 2015	To be determined	Strategic Outcome 1 – A competitive sector
Work with Federal-Provincial-Territorial partners and the sector to investigate options to improve competitiveness of the food processing industry	September 2014	Ongoing	Sub-Program 1.2.2 Sector Engagement and Development
Work with other federal departments, stakeholders, and Provincial-Territorial governments to develop a food policy that promotes healthy living and safe food by putting healthy, high-quality food, produced by Canadian ranchers and farmers, on the tables of families across the country	November 2015	To be determined	Sub-Program 1.2.2 Sector Engagement and Development Strategic Outcome 2 – An innovative sector
Work with regulatory partners to advance a science- and risk-based regulatory environment to support domestic and global competitiveness	April 2016	March 2017	Sub-Program 1.2.1 Trade and Market Expansion Sub-Program 1.2.2 Sector Engagement and Development
Work with Federal-Provincial-Territorial partners, other government departments and industry to help the sector develop strategies to maintain trust and build social license	January 2015	Ongoing	Program 1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems Program 2.1 Science, Innovation, Adoption and Sustainability
Implement the Federal-Provincial-Territorial Emergency Management Framework	July 2016	July 2019	Strategic Outcome 1 – A competitive sector Sub-Program 1.2.1 Trade and Market Expansion

Priority: Maintain and improve access to key markets

Description: Increasing global demand for Canadian agricultural, agri-food and agri-based products generates positive returns to the Canadian economy in the form of increased profitability, investment and employment in the industry.

Priority Type: Ongoing (as defined by Treasury Board of Canada Secretariat, committed to at least three fiscal years prior to the subject year of the report)

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Advance the Government of Canada's agriculture trade and market access agenda	Ongoing	Ongoing	Strategic Outcome 1 – A competitive sector Sub-Program 1.2.1 Trade and Market Expansion
Help the sector take advantage of opportunities from trade agreements	April 2016	Ongoing	Strategic Outcome 1 – A competitive sector Sub-Program 1.2.1 Trade and Market Expansion Sub-Program 1.2.3 Market Development
Develop a renewed international strategy for the Department	April 2016	March 2017	Strategic Outcome 1 – A competitive sector Sub-Program 1.2.1 Trade and Market Expansion

Priority: Generate new knowledge, foster innovation and increase adoption and commercialization of agricultural, agri-food and agri-based products, processes or practices

Description: Innovation, enabled through knowledge creation and transfer, enhances economic growth and sustainability of the sector.

Priority Type: Ongoing (as defined by Treasury Board of Canada Secretariat, committed to at least three fiscal years prior to the subject year of the report)

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Support investments in agricultural research to support discovery science and innovation in the sector	April 2016	Ongoing	Sub-Program 1.2.6 Pest Management: Pesticides Minor Use Program Sub-Program 1.2.7 Pest Management: Pesticides Risk Reduction Program Sub-Program 2.1.1 Science Supporting an Innovative and Sustainable Sector

			Sub-Program 2.1.2 Research Accelerating Innovation Sub-Program 2.1.3 Research, Development and Knowledge Transfer
Support science and innovation investments to enhance sector resiliency to a changing climate, and better address water and soil conservation and development issues	April 2016	Ongoing	Sub-Program 1.2.6 Pest Management: Pesticides Minor Use Program Sub-Program 1.2.7 Pest Management: Pesticides Risk Reduction Program Sub-Program 2.1.1 Science Supporting an Innovative and Sustainable Sector Sub-Program 2.1.2 Research Accelerating Innovation Sub-Program 2.1.3 Research, Development and Knowledge Transfer
Support other federal departments, stakeholders and Provincial-Territorial governments in making investments that will make our resource sectors world leaders in the use and development of clean and sustainable technology and processes	November 2015	Ongoing	Sub-Program 2.1.1 Science Supporting an Innovative and Sustainable Sector Sub-Program 2.1.2 Research Accelerating Innovation Sub-Program 2.1.3 Research, Development and Knowledge Transfer
Reinvigorate Agriculture and Agri-Food Canada's science capacity and expertise	April 2016	Ongoing	Sub-Program 1.2.6 Pest Management: Pesticides Minor Use Program Sub-Program 1.2.7 Pest Management: Pesticides Risk Reduction Program Sub-Program 2.1.1 Science Supporting an Innovative and Sustainable Sector Sub-Program 2.1.2 Research Accelerating Innovation Sub-Program 2.1.3 Research, Development and Knowledge Transfer

Priority: Support openness and transparency in government, and the delivery of programs and services by a professional, non-partisan public service that embraces collaboration and engagement

Description: An adaptable, high-performing, engaged, and diverse workforce, functioning in an open and transparent environment, supports the capacity to meet current and evolving business objectives of the Department.

Priority Type: New (as defined by Treasury Board of Canada Secretariat, newly committed to in the reporting year of the Report on Plans and Priorities)

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Identify opportunities, through client feedback, performance and process improvements, to improve program design and service delivery	April 2013	March 2018	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector Sub-Program 3.1.1 Management and Oversight Services
Support the implementation of Government of Canada Information Management and Information Technology Initiatives, and modernize workplace tools to improve openness and transparency and workforce efficiency	April 2016	To be determined	Sub-Program 3.1.6 Information Management Services Sub-Program 3.1.7 Information Technology Services
Continue the implementation of the Department's Official Languages Part VII Action Plan	September 2015	December 2018	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector
Attract, develop, and retain a diverse, innovative and high-performing workforce, with the critical knowledge and expertise required to achieve results	Ongoing	Ongoing	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector
Promote a healthy, inclusive and respectful work environment that fosters leadership at all levels, open communication, collaboration, and continuous improvement	Ongoing	Ongoing	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector

For more information on organizational priorities, see the Minister's mandate letter on the Prime Minister of Canada's website[i].

Risk Analysis

Agriculture and Agri-Food Canada continues to enhance its decision-making capacity by effectively embedding risk and opportunity management within its culture, processes and planning practices. Annually, the Department updates its Corporate Risk Profile to communicate the key risks and opportunities that have the potential to affect the achievement of Strategic Outcomes. For 2016–17, key departmental corporate risks and opportunities are presented below.

Risk/Opportunity	Risk Response Strategy	Link to Program Alignment Architecture
Catastrophic Crisis Risk: Agriculture and Agri-Food Canada's capacity to prepare for and respond to natural, accidental and catastrophic crises affecting the industry may have consequences for the agriculture, agri-based and agri-food sector and/or for Canadians.	• Continued engagement with partners (federal, provincial and territorial, industry, international) • Development and enhancement of tools to support a comprehensive emergency management approach (for example, federal, provincial and territorial governments and industry development of a Livestock Market Interruption Strategy, and completion of a federal, provincial and territorial Emergency Management Framework for Agriculture)	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector All Programs
Information Management and Technology Risk: The increasing complexity of the information management and technology environments, as well as escalating cybersecurity threats, may increasingly impede the Department's ability to effectively deliver on its mandate.	• Continued support to Agriculture and Agri-Food Canada's science objectives and outcomes by ensuring required information technology infrastructure and supporting technologies are available • Continued maturing of the Department's recordkeeping practices to ensure compliance to information management policies for data integrity, desired accessibility and sharing • Improved departmental cybersecurity posture by implementing further safeguards for the protection of information	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector All Programs

Infrastructure Risk: Increasing maintenance and rehabilitation costs may affect the Department's ability to maintain its infrastructure and assets at an adequate level, and limit the capacity to invest in support of emerging priorities.	• Continued oversight of the Department's infrastructure through its Investment Plan to support ongoing operations and priorities • Ongoing rejuvenation of a dam safety management system	Strategic Outcome 1 – A competitive sector Strategic Outcome 2 – An innovative sector All Programs
Trade Opportunity: Strengthen and enhance trade relationships (for example, bilateral and multilateral) and work with partners to assist industry in capitalizing on the gains the Government has negotiated under recent trade agreements.	• Continued implementation and monitoring of trade negotiations and market access activities • Collaboration with provincial and territorial governments and with industry to share market intelligence and discuss trade-related issues to re-open, maintain and expand markets for Canadian agricultural products • Collaboration with industry to fully capture the benefits of Canada's free trade agreements and additional market access activities	Strategic Outcome 1 – A competitive sector Program 1.1 Business Risk Management Program 1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems

Emerging economies, changing consumer preferences, environmental pressures, new technologies, and global population growth will impact the future of Canada's agriculture, agri-food and agri-based products sector. Challenges and opportunities in the coming years will range from increasing world demand for agri-food products, restructuring in the Canadian food and beverage manufacturing sector, as well as increasing competition from foreign suppliers, to addressing high variability in food commodity prices, farm input costs, energy costs, and exchange rates.

Global economic growth will be supported by emerging economies, such as China and India. The United States will remain a priority market for Canada; however, diversifying markets internationally will enable Canadian producers and processors to capitalize on new opportunities. Since Canada exports a significant proportion of its agricultural production, barriers to trade are a potential risk for the agriculture sector. Continuing to improve market access so that more export destinations are available can potentially reduce the impact of specific barriers to trade in foreign markets.

As a natural resource-based sector, agriculture is also subject to changing environmental risks, such as climate change, as well as competition from other sectors for available natural resources. Agriculture and Agri-Food Canada provides information and tools, and supports innovative approaches and solutions that producers can use to proactively anticipate, prepare for and respond to changes in operating conditions. By adapting, resisting damage and recovering quickly, the frequency and severity of disruptions to the supply-chain – including producers,

shippers, processors, and retailers – and the associated costs to industry, governments and society can be reduced.

With support for research and development and innovation, the Department is helping Canadian farmers and food manufacturers take advantage of existing and future opportunities and to address the challenges facing the sector. It is also striving to ensure that the right incentives and regulatory environment exist for easier adoption of new technologies to improve productivity and foster greater market access. Continued cooperation and collaboration among governments on key agricultural issues that support innovation and improve the overall competitiveness of the sector are also essential.

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
2,263,733,256	2,263,733,256	2,228,180,256	1,134,942,800

Human Resources (Full-Time Equivalents)[2]

2016–17	2017–18	2018–19
4,700	4,700	4,700

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk

Program	2013–14 Expenditures[3]	2014–15 Expenditures[3]	2015–16 Forecast Spending[4]	2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
Program 1.1 Business Risk Management	1,280,762,636	1,033,315,991	1,301,429,496	1,305,927,027	1,305,927,027	1,306,677,027	664,478,199
Program 1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	*	163,511,328	233,804,432	171,704,257	171,704,257	171,722,122	32,782,828
Program 1.3 Farm Products Council of Canada	2,869,840	3,032,055	3,191,779	3,036,170	3,036,170	3,036,170	3,036,170
Subtotal	*	1,199,859,374	1,538,425,707	1,480,667,454	1,480,667,454	1,481,435,319	700,297,197

Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector

Program	2013–14 Expenditures[3]	2014–15 Expenditures[3]	2015–16 Forecast Spending[4]	2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
Program 2.1 Science, Innovation, Adoption and Sustainability	*	575,890,434	608,173,512	560,789,990	560,789,990	532,240,111	295,104,966
Program 2.2 Industry Capacity	*	76,204,095	79,115,500	73,027,026	73,027,026	66,159,040	17,025,209
Program 2.3 Canadian Pari-Mutuel Agency	(2,158,401)	(2,233,091)	0	0	0	347,000	579,000
Subtotal	*	649,861,438	687,289,012	633,817,016	633,817,016	598,746,151	312,709,175

Internal Services

Internal Services	2013–14 Expenditures[3]	2014–15 Expenditures[3]	2015–16 Forecast Spending[4]	2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
Subtotal	232,577,216	164,270,556	157,032,378	149,248,786	149,248,786	147,998,786	121,936,428

Funds not allocated to the 2016–17 Program Alignment Architecture

	2013–14 Expenditures[3]	2014–15 Expenditures[3]	2015–16 Forecast Spending[4]	2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
Subtotal	872,847,039	0	0	0	0	0	0

Total

	2013–14 Expenditures[3]	2014–15 Expenditures[3]	2015–16 Forecast Spending[4]	2016–17 Main Estimates	2016–17 Planned Spending[1]	2017–18 Planned Spending[1]	2018–19 Planned Spending[1]
Total	2,386,898,330	2,013,991,368	2,382,747,097	2,263,733,256	2,263,733,256	2,228,180,256	1,134,942,800

* Due to significant changes in Agriculture and Agri-Food Canada's Program Alignment Architecture in 2014–15, expenditures for 2013–14 have not been provided according to the new Program Alignment Architecture. Refer to the *2013–14 Departmental Performance Report* for spending based on the previous Program Alignment Architecture.

[1] Planned spending reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Department's Annual Reference Level Update. Planned spending has not been adjusted to include new information contained in *Budget 2016*. More information will be provided in the *2016–17 Supplementary Estimates*, as applicable.

[2] Full-Time Equivalents – reflect only those Full-Time Equivalents funded through the Department's appropriated resources. For example, in 2015–16, there were 14 Full-Time Equivalents employed by Agriculture and Agri-Food Canada for research funded through collaborative agreements with industry partners. Also, an additional 502 Full-Time Equivalents were employed as students.

[3] Expenditures represents the actual expenditures incurred during the respective fiscal year, as reported in Public Accounts.
[4] Forecast spending reflects the authorized funding levels to the end of the fiscal year (not necessarily forecast expenditures).

Alignment of Spending with the Whole-of-Government Framework

Alignment of 2016–17 Planned Spending with the Whole-of-Government Framework[vi] (dollars)

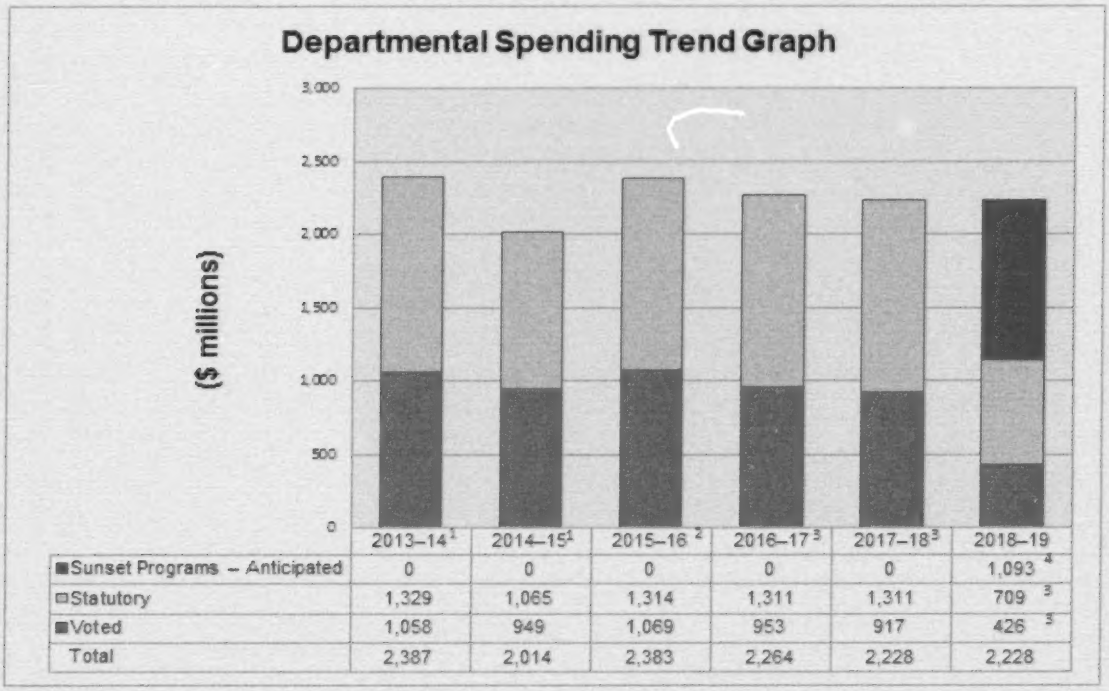
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk	1.1 Business Risk Management	Economic Affairs	Strong Economic Growth	1,305,927,027
	1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	Economic Affairs	Strong Economic Growth	171,704,257
	1.3 Farm Products Council of Canada	Economic Affairs	A Fair and Secure Marketplace	3,036,170
Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector	2.1 Science, Innovation, Adoption and Sustainability	Economic Affairs	An Innovative and Knowledge-based Economy	560,789,990
	2.2 Industry Capacity	Economic Affairs	Strong Economic Growth	73,027,026
	2.3 Canadian Pari-Mutuel Agency	Economic Affairs	A Fair and Secure Marketplace	0

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	2,114,484,470
Social Affairs	0
International Affairs	0
Government Affairs	0

Note: Total Planned Spending by Spending Area does not include Planned Spending for Internal Services.

Departmental Spending Trend



	2013–14[1]	2014–15[1]	2015–16[2]	2016–17[3]	2017–18[3]	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	1,093 [4]
Statutory	1,329	1,065	1,314	1,311	1,311	709 [5]
Voted	1,058	949	1,069	953	917	426 [5]
Total	2,387	2,014	2,383	2,264	2,228	2,228

[1] Spending for 2013–14 and 2014–15 represents the actual expenditures incurred during the respective fiscal year, as reported in Public Accounts.
[2] Spending for 2015–16 reflects the authorized funding levels to the end of the fiscal year.
[3] Spending for 2016–17, 2017–18 and 2018–19 reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Department's Annual Reference Level Update. It has not been adjusted to include new information contained in *Budget 2016*. More information will be provided in the *2016–17 Supplementary Estimates*, as applicable.
[4] The funding amount for the successor of *Growing Forward 2* is not yet determined. The anticipated renewal amount shown in the spending trend graph is based on the current *Growing Forward 2* framework and is subject to change.

Over the period 2013–14 to 2018–19, spending varies from $2.0 billion in 2014–15 to $2.4 billion in 2013–14. Agriculture and Agri-Food Canada's programs and initiatives vary from year to year in response to changes affecting the agriculture, agri-food and agri-based products sector as outlined below.

The decrease in Actual Spending in 2014–15 was mainly due to a reduced requirement for statutory grants and contributions under Business Risk Management including the *Agricultural Marketing Programs Act*, the expiry of the AgriFlexibility program at the end of 2013–14, and savings realized from the organizational restructuring undertaken by the Government.

The forecast spending in 2015–16 shows as an increase compared to 2014–15 primarily because it reflects the full statutory grants and contributions authorities for Business Risk Management programs, which will be spent according to demand.

The decrease in planned spending in 2016–17 is mainly attributable to amounts carried forward into 2015–16 from the previous year, and the expiry of the Canadian Wheat Board Transition Costs program at the end of 2015–16 offset by an increase related to the Federal Infrastructure Initiative.

The decrease in planned spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative and the Churchill Port Utilization Program at the end of 2016–17.

The reduction in planned statutory and voted spending from 2017–18 to 2018–19 reflects the fact that federal authorities will need to be renewed for the suite of statutory Business Risk Management programs and the current Non-Business Risk Management *Growing Forward 2* programs at the end of 2017–18. Agriculture and Agri-Food Canada, in consultation with provinces and territories, continues to develop a successor to the *Growing Forward 2* policy framework to position the industry to meet challenges in the decade ahead. The funding amount for the successor of *Growing Forward 2* is not yet determined. The renewal amount shown in the graph is based on the current *Growing Forward 2* framework and is subject to change.

Estimates by Vote

For information on Agriculture and Agri-Food Canada's organizational appropriations, consult the *2016–17 Main Estimates*[vii].

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome 1: A competitive and market-oriented agriculture, agri-food and agri-based products sector that proactively manages risk

Canada is a major producer and exporter of agriculture, agri-food and agri-based products, directly contributing to the economic stability and prosperity of Canadians. As such, the Canadian agriculture, agri-food and agri-based products sector must be able to competitively produce, process and market its products, respond to challenges, and capture opportunities both domestically and internationally over the long-term. The Department supports the sector in proactively managing risks and in accessing and developing markets.

Program 1.1: Business Risk Management

Description: Agriculture and Agri-Food Canada has a comprehensive suite of Business Risk Management programs to better equip producers with the tools and capacity to manage business risks. This suite provides support for income losses, a disaster-relief framework and insurance to protect farmers against production losses due to uncontrollable natural hazards, as well as research, development, implementation, and administration of new agricultural risk management tools. In addition to the Business Risk Management suite, Agriculture and Agri-Food Canada provides producers with the ability to market their products when conditions and prices may be more favourable through loan guarantee programs.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,305,927,027	1,305,927,027	1,306,677,027	664,478,199

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
363	363	363

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Producers' income losses are reduced	The current year producers' net market income plus Business Risk Management program payments as a percent of the previous five year average	85	March 31, 2017
Producers' income losses are reduced	Percentage of producers considering the Business Risk Management suite of programs as an effective tool to manage risks	70	March 31, 2018
Producers' income losses are reduced	Percentage of producers who are satisfied with the delivery of Business Risk Management programs	70	March 31, 2018

Planning Highlights

The *Growing Forward 2*[viii] agricultural policy framework agreement came into effect for the 2013 program year and made available more than $3 billion over five years for strategic investments in innovation, competitiveness and market development, as well as a complete suite of Business Risk Management programs. Under *Growing Forward 2*, the focus of Business Risk Management programs is to provide assistance in response to severe market volatility and disaster situations through the AgriStability[ix], the AgriInvest[x] and the AgriInsurance[xi] programs, as well as the AgriRecovery Framework[xii].

In 2016–17, *Growing Forward 2* will continue to support the research, development and implementation of private sector or industry-led, insurance-based products and other agricultural risk management tools through the AgriRisk Initiatives program[xiii].

In addition to these core programs, the federal government will continue to provide producers with complementary loan-guarantee programs:

- the *Canadian Agricultural Loans Act* program[xiv] that provides a guarantee on asset-based loans to establish, improve and develop farms or to process, distribute and market products by farming cooperatives;
- the Advance Payments Program[xv], governed by the *Agricultural Marketing Programs Act*[xvi], that provides producers with a cash advance on the value of their agricultural products during a specified period; and
- the Price Pooling Program[xvii], also governed by the *Agricultural Marketing Programs Act*, that facilitates the marketing of agricultural products under cooperative plans by guaranteeing a minimum average price of products sold by marketing agencies.

All governments have begun to engage in the assessment of the Business Risk Management programs under the *Growing Forward 2* agreement through several mechanisms:

- the Department will complete evaluations of AgriInsurance, AgriInvest and AgriStability in 2016–17;
- the review of *Farm Income Protection Act*, which provides authority for several of the Business Risk Management programs, will be completed in 2016–17;
- annual program performance measurement data is being collected for the programs under *Growing Forward 2*;
- results of a producer survey related to Business Risk Management programs are expected in 2016–17; and
- the Department will be consulting with industry and the provinces. This will include meeting with the National Program Advisory Committee which is a formal mechanism under the *Growing Forward 2* agreement for federal, provincial and territorial governments to solicit feedback from producers on Business Risk Management issues.

Sub-Program 1.1.1: AgriStability

Description: AgriStability provides support when producers experience large margin declines. A producer may be able to receive an AgriStability payment when their current year program margin falls below a percentage of their historical reference margin. AgriStability is cost-shared 60:40 by federal and provincial or territorial governments.

This program uses funding from the following transfer payment(s): (Statutory) Grant payments for the AgriStability program and (Statutory) Contribution payments for the AgriStability program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
277,591,038	277,591,038	188,700,000

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
164	164	164

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Short-term impacts of large income losses are mitigated	Program participants' farm market revenues as a percentage of total farm market revenues for the 2014 program year	65	March 31, 2017
Short-term impacts of large income losses are mitigated	Percentage of producers with gross farm revenue >$10,000 participating in AgriStability for the 2014 program year	50	March 31, 2017
Short-term impacts of large income losses are mitigated	Percentage of producers triggering payments where production margins plus AgriStability payments are ≥ 55% of the reference margin	75	March 31, 2017

Planning Highlights

Under the *Growing Forward 2*[viii] agricultural policy framework agreement, federal, provincial and territorial governments continue to provide assistance under AgriStability[ix]. Starting with the 2013 program year, adjustments were introduced to AgriStability, consistent with the direction of *Growing Forward 2*, to focus assistance on disasters and severe market volatility.

Federal, provincial and territorial governments continually assess the AgriStability program. All governments have begun to assess the program under *Growing Forward 2*, through several mechanisms as described in Program 1.1 Business Risk Management's Planning Highlights.

Sub-Program 1.1.2: AgriInvest

Description: AgriInvest helps producers manage income declines, and provides support for investments to mitigate risks or improve market income. Producers' AgriInvest accounts build as they make annual deposits based on a percentage of their Allowable Net Sales and receive matching contributions from federal, and provincial or territorial governments. AgriInvest is cost-shared 60:40 by federal, and provincial or territorial governments.

This program uses funding from the following transfer payment(s): (Statutory) Grant payments for the AgriInvest program and (Statutory) Contribution payments for the AgriInvest program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
156,017,096	156,017,096	158,400,000

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
125	125	125

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Producers have the flexibility in managing financial risks	Percentage of producers with gross farm revenue >$10,000 participating in AgriInvest for the 2014 program year	75	March 31, 2017
Producers have the flexibility in managing financial risks	Percentage of AgriInvest producers triggering AgriStability payments and making withdrawals from their AgriInvest saving accounts for the 2014 program year	60	March 31, 2017

Planning Highlights

Under the *Growing Forward 2*[viii] agricultural policy framework agreement, federal, provincial and territorial governments continue to provide assistance under AgriInvest[x]. Starting with the 2013 program year, adjustments to AgriInvest were introduced, consistent with the direction of *Growing Forward 2*, where producers assume more responsibility for smaller losses while government assistance is focused on disasters.

Federal, provincial and territorial governments continually assess the AgriInvest program. All governments have begun to assess the program under *Growing Forward 2* through several mechanisms as described in Program 1.1 Business Risk Management's Planning Highlights.

Sub-Program 1.1.3: AgriRecovery

Description: AgriRecovery is a disaster-relief framework that allows federal, provincial and territorial governments to work together on a case-by-case basis to assess natural disasters (for example, extreme weather, disease, pests, *et cetera*) affecting Canadian farmers and respond with targeted, disaster-specific programming when assistance is needed beyond existing programming (AgriStability, AgriInvest, AgriInsurance, Canadian Food Inspection Agency compensation, *et cetera*). The aim of AgriRecovery is to provide affected producers with assistance to help them take action to mitigate the impacts of the disaster and/or resume business operations as quickly as possible following a disaster event.

This program uses funding from the following transfer payment(s): (Statutory) Contribution payments for the Agricultural Disaster Relief program/AgriRecovery.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
122,761,988	122,761,988	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
11	11	11

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Disaster-affected producers mitigate the impacts of the disaster and/or resume business operations as quickly as possible	Percentage of AgriRecovery initiatives where at least 70% of targeted producers, and/or units of production in the targeted regions, participated in the AgriRecovery initiative	70	March 31, 2017
Disaster-affected producers mitigate the impacts of the disaster and/or resume business operations as quickly as possible	Percentage of AgriRecovery recipients where AgriRecovery payments played an important role in their recovery from a disaster	75	March 31, 2017

Planning Highlights

Under the *Growing Forward 2*[viii] agricultural policy framework agreement, federal, provincial and territorial governments continue to use the AgriRecovery Framework[xii] as one of the tools to respond to disaster situations.

An evaluation to assess the relevance and performance of the AgriRecovery Framework is ongoing. In the coming year, the Department expects to implement an action plan to address any findings and recommendations of the evaluation.

Additionally, departmental officials will continue to work with Nova Scotia in the delivery of the 2016 Canada-Nova Scotia Fire Blight Initiative and the 2016 Canada-Nova Scotia Maple Sector Initiative. As well, work continues on the 2013 Canada-Nova Scotia Strawberry Assistance

Initiative, and on the 2014 Canada-British Columbia Avian Influenza Assistance Initiative. The Department will collaborate as required with any province where AgriRecovery initiatives are put in place to assist producers in recovering from disasters.

Sub-Program 1.1.4: AgriInsurance

Description: AgriInsurance helps producers minimize the economic impacts of production losses caused by adverse weather, diseases and other specified perils. AgriInsurance is a program that uses premiums to fund liabilities. The premiums are cost shared between the federal government, provincial governments and producers. The commodities covered vary by province and continue to expand.

This program uses funding from the following transfer payment(s): (Statutory) Contribution payments for the AgriInsurance program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
645,346,998	645,346,998	230,625,190

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
20	20	20

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Production losses are mitigated by providing effective insurance protection	Program Eligibility: Value of agricultural products for which insurance coverage is offered as a percentage of the value of all agricultural products (excluding livestock)	85	March 31, 2017
Production losses are mitigated by providing effective insurance protection	Program Participation: Value of insured production as a percentage of the total value of all agricultural products eligible for insurance (excluding forage, pasture and livestock production)	75	March 31, 2017

Production losses are mitigated by providing effective insurance protection	Program Effectiveness: Percentage of producers participating in the program who feel that AgriInsurance is effective in mitigating financial impacts of production losses	70	March 31, 2018

Planning Highlights

The AgriInsurance[xi] program continues to be a major component of the *Growing Forward 2*[viii] Business Risk Management suite that provides producers with effective tools to manage business risks that are largely beyond their control.

For 2016–17, the federal and provincial governments will continue to develop insurance products that align with sector priorities. For example, the work initiated with the pork sector in early 2015–16 will carry on to better understand how insurance products can assist livestock producers in managing production risks. The Department will also strive to increase participation in forage insurance by exploring alternative approaches for insurance coverage.

Furthermore, to improve insurance products offered to farmers, federal and provincial officials will review the development process for these products.

Sub-Program 1.1.5: AgriRisk Initiatives

Description: The AgriRisk Initiatives program provides financial and technical assistance to private-sector or industry-led projects to research, develop, implement, and deliver new risk management tools, including insurance-based products. The objective of the program is to increase producers' ability to address the risks they face by facilitating the development and adoption of agricultural risk management tools. Research and development projects receive federal-only funding for implementation and delivery projects are cost shared with provinces or territories.

This program uses funding from the following transfer payment(s): Grant payments for the AgriRisk Initiatives program and Contributions for the AgriRisk Initiatives program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
17,456,898	18,206,898	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
7	7	7

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Industry has increased awareness of current agricultural risk management tools and mitigation strategies and has access to new or expanded business risk management tools	Percentage of eligible participants using new tools that have been funded by AgriRisk Initiatives.	5	March 31, 2018
Industry has increased awareness of current agricultural risk management tools and mitigation strategies and has access to new or expanded business risk management tools	Percentage of projects meeting ≥ 80% of their project objectives on time and on budget	90	March 31, 2017

Planning Highlights

Agriculture and Agri-Food Canada, through the AgriRisk Initiatives program[xiii], will collaborate with industry on research and development projects aimed at increasing the availability of risk-management tools in the sector.

In 2016–17, Agriculture and Agri-Food Canada will work with the provinces to identify and implement cost-shared projects to help better administer new tools in the early years of their operation. The Department will also continue to work with provincial partners in the oversight of the Western Livestock Price Insurance Program and the Quebec-based *AgroMétéo* project.

Sub-Program 1.1.6: *Agricultural Marketing Programs Act*

Description: The Advance Payments Program and the Price Pooling Program are active federal loan-guarantee programs legislated under the authority of the *Agricultural Marketing Programs Act*. Under the Advance Payments Program, the government guarantees the repayment of the cash advances made to crop and livestock producers by third-party administrators for a specified period of time, based on the value of their agricultural product. These cash advances improve producers' cash flow throughout the year, enabling them to meet financial obligations and benefit from the best market conditions. Eligible producers can receive an Advance Payments Program advance of up to $400,000 at a preferential interest rate, with the government paying the interest

on the first $100,000. Producers repay their advance plus interest, as their product is sold. Target clients are producers of agricultural products as defined under the *Agricultural Marketing Programs Act*. The Price Pooling Program helps market agricultural products under cooperative plans by guaranteeing an average initial price for products sold by marketing agencies. This enables marketing agencies to secure financing and to issue initial delivery payments to their members. The government guarantee protects agencies against unanticipated declines in the market price of their products that exceed 35%. Target clients are marketing agencies of agricultural products defined under the *Agricultural Marketing Programs Act*.

This program uses funding from the following transfer payment(s): Payments in connection with the *Agricultural Marketing Programs Act* (S.C. 1997, c. 20).

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
72,005,000	72,005,000	72,005,000

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
32	32	32

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Agricultural producers have improved cash-flow to enable them to make better marketing decisions about their products	Number of producers receiving Advance Payments Program advances per production period	28,000	March 31, 2017
Agricultural producers have improved cash-flow to enable them to make better marketing decisions about their products	Dollar value of Advance Payments Program advances issued per production period (billions)	2	March 31, 2017
Agricultural producers have improved cash-flow to enable them to make better marketing decisions about their products	Advance Payments Program defaults as a percentage of total Advance Payments Program advances taken per production period	3	March 31, 2017

Marketing of agricultural products under cooperative plans is facilitated by guaranteeing minimum average prices of products sold by marketing agencies	Guarantee price provided through the Price Pooling Program as a percentage of average market price	65	March 31, 2017

Planning Highlights

In 2016–17, Agriculture and Agri-Food Canada will fully implement improvements to the Advance Payments Program[xv], resulting from amendments to the *Agricultural Marketing Programs Act*[xvi], including regulatory changes. Improvements will increase producer access to the Program by providing more flexibility and repayment options, and by reducing administrative burden.

In 2016–17, Agriculture and Agri-Food Canada will also complete an internal evaluation of the *Agricultural Marketing Programs Act* to ensure the programs provided by the Act continue to operate efficiently and effectively for producers. In addition, the Department will continue to support the marketing of agricultural products through the Price Pooling Program[xvii].

Sub-Program 1.1.7: *Canadian Agricultural Loans Act*

Description: The *Canadian Agricultural Loans Act* is a legislated financial loan guarantee program that improves availability of credit to farmers and agricultural co-operatives. Under the program, the Government of Canada guarantees to financial institutions repayment of the loans that they make to farmers and agricultural co-operatives for eligible purposes. Farmers use these loans to establish, improve, and develop their farms, while agricultural co-operatives use loans to process, distribute, or market the products of farming.

This program uses funding from the following transfer payment(s): Loan guarantees under the *Canadian Agricultural Loans Act* (R.S.C., 1985, c. 25 [3rd Supp.]).

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
14,748,009	14,748,009	14,748,009

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
4	4	4

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Agricultural farmers and co-operatives have access to affordable capital to make investments in their agricultural operations	Dollar value of registered loans awarded by lending institutions during the fiscal year (millions)	137	March 31, 2017
Agricultural farmers and co-operatives have access to affordable capital to make investments in their agricultural operations	Number of loans made to beginning farmers	217	March 31, 2017
Agricultural farmers and co-operatives have access to affordable capital to make investments in their agricultural operations	Defaulted loans as a percentage of the value of total loans at the end of the year	<1	March 31, 2017

Planning Highlights

As a result of an internal evaluation and legislative review in 2014, the Department will increase promotional and awareness efforts for the *Canadian Agricultural Loans Act* program[xiv] to improve uptake by producers and financial institutions. In 2016–17, the Department will continue to implement a communications strategy targeting awareness, strengthened lender guidelines and a new online system for lenders to register loans.

Program 1.2: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems

Description: Agriculture and Agri-Food Canada supports and equips industry for commercial success in order to maximize the sector's long-term profitability and competitiveness. In pursuing this objective, and in close collaboration with the Canadian agriculture, agri-food and agri-based products sector, Agriculture and Agri-Food Canada works to enhance access to markets, facilitates industry-led activities aimed at developing international markets and assurance systems, and provides information to help position industry to capitalize on market opportunities both at home and abroad. Assurance systems include systems, standards and tools for food safety, biosecurity, traceability, surveillance, animal welfare, and other market attributes.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
171,704,257	171,704,257	171,722,122	32,782,828

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
419	419	419

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canadian agriculture and agri-food sector is responsive to market opportunities and risks	Value in total exports of agriculture and agri-food (including seafood) (billions of dollars) Baseline in 2014–15: $56.4 billion	56.4	December 31, 2017

Planning Highlights

Recognizing the importance of global markets to the sustained growth and profitability of Canada's agriculture, agri-food and agri-based products sector, Agriculture and Agri-Food Canada will pursue the removal of trade irritants and improved market access through bilateral, regional and multilateral negotiations. It will also undertake key sectoral development activities, while supporting the development of assurance systems and standards. In partnership with provinces and territories, the Department will help the sector compete by providing market information, research, analysis, and policy advice. To address pest management issues, it will help develop technologies and techniques aimed at reducing risks to the environment and human health, while collaborating with industry and regulatory agencies to improve the regulatory processes. Improvements in competitiveness will lead to increased exports, greater profitability and more jobs for Canadians.

Sub-Program 1.2.1: Trade and Market Expansion

Description: The Trade and Market Expansion program, funded by existing departmental resources and *Growing Forward 2*, enhances Canada's market presence by promoting science-based trade rules, re-opening, maintaining and expanding markets, and pursuing free trade agreements with key trading partners, recognizing the importance of global markets to the profitability of Canada's agriculture, agri-food and agri-based products sector. To fully capture

the benefits of free trade agreements and increased access, the Trade and Market Expansion program also provides resources and tools, such as market intelligence, a trade commissioner service and Canada Brand tools and coordination that enable industry to seize new market opportunities and build commercial success.

The program uses funding from the following transfer payment(s): Grants to foreign recipients for participation in international organizations supporting agriculture.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
32,417,202	32,325,313	11,348,430

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
132	132	132

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canadian agriculture and agri-food and agri-based product exporters are successful in seizing new market opportunities and in achieving commercial success	Value of Canadian agriculture and agri-food exports to Organisation for Economic Co-operation and Development countries (billions of dollars)	40.75	December 31, 2017
Canadian agriculture and agri-food and agri-based product exporters are successful in seizing new market opportunities and in achieving commercial success	Value of Canadian agriculture and agri-food export to non-Organisation for Economic Co-operation and Development countries (billions of dollars)	15.7	December 31, 2017

Planning Highlights

In collaboration with federal partners, provinces and industry, Agriculture and Agri-Food Canada helps to resolve trade irritants and to re-open, maintain and expand markets for Canadian agriculture, agri-food and agri-based products, thus creating new opportunities for the sector to grow. It also supports the development of a comprehensive and collaborative federal, provincial,

territorial approach to emergency management (prevention and mitigation, preparedness, response and recovery) within the sector which covers all types of risks and threats. The Department will review and update its international strategy so that Agriculture and Agri-Food Canada's collective international efforts focus on markets and cross-sector issues that hold the most potential for the Canadian industry.

To achieve a more level international playing field and greater opportunities for the Canadian sector, the Department will lead the agricultural components of bilateral, regional and multilateral free trade negotiations, including those at the World Trade Organization. It will seek to eliminate tariff and non-tariff barriers affecting agriculture products.

Technological advancements and the rise in non-tariff irritants to trade have resulted in an increasingly complex and challenging international marketplace. The Department will advocate for rules and regulations that are transparent and based on scientific evidence at the World Trade Organization, at specialized international organizations (such as the World Organization for Animal Health, the Codex Alimentarius Commission and the International Plant Protection Convention), and at multilateral and bilateral meetings. Science-based approaches are key if trade liberalization is to contribute fully to economic growth and opportunity, while helping to ensure food security.

Agriculture and Agri-Food Canada will assist industry to capitalize on increased market access and on gains under recently concluded free trade agreements, such as the Canada and European Union Comprehensive Economic and Trade Agreement and the Trans-Pacific Partnership should it enter into force. This support will be provided through market information and intelligence reports, logistical and operational support for industry participation in eight major international trade shows, leadership in multidisciplinary international market-engagement teams, and front-line assistance through specialized knowledge and an in-depth understanding of local conditions via the Agriculture and Food Trade Commissioner Service[xviii]. Also, the Department provides, through Canada Brand, consistent and cohesive messaging and imagery that emphasizes abroad the strengths of Canada's sector.

Sub-Program 1.2.2: Sector Engagement and Development

Description: The Sector Engagement and Development program, funded by existing departmental resources and *Growing Forward 2*, seeks to improve the sector's competitiveness and market success. Regional and sector specialists work to maintain and expand working relationships through collaboration with provinces and territories, national and regional agricultural and food associations, individual companies and value chain members, in order to develop knowledge and address issues of importance facing the sector, including market and regulatory issues.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
22,140,517	22,250,271	18,989,698

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
171	171	171

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Agriculture, agri-food and agri-based value chains are able to adapt to industry challenges and opportunities	Value of food and beverage shipments (billions of dollars)	112.8	December 31, 2017
Agriculture, agri-food and agri-based value chains are able to adapt to industry challenges and opportunities	Value of farm market receipts (billions of dollars)	51.9	December 31, 2017

Planning Highlights

Agriculture and Agri-Food Canada will enhance the competitiveness and commercial success of the sector by supporting adaptation and responsiveness to changing and emerging international and domestic opportunities and issues. This will be achieved, in part, by collecting and analyzing market data and information, cultivating strong industry relations and undertaking sectoral development activities.

By providing market information, regional intelligence and sectoral expertise, the Department will support decision making by Canadian producers, food processors, industry organizations, and governments.

Moreover, building relationships with industry and providing analysis, policy and technical advice on regulatory, market, and science and innovation issues are crucial to building its capacity to address priority issues. Through the Value Chain Roundtables[xix], and through regional interaction, collaboration will be enhanced, improving industry's capacity and adaptability.

Finally, sector development activities will include working with industry to assist in the resolution of industry-wide strategic and transactional issues, technical issues and trade irritants. The Department will also oversee federal, provincial and territorial agreements to ensure that federal policies and initiatives reflect and support industry and provincial and territorial priorities.

Sub-Program 1.2.3: Market Development

Description: This *Growing Forward 2* program supports the agricultural sector by providing resources through matching contribution agreements to ensure that industry has the capacity to take advantage of gains made in market access, as well as to seize new opportunities presented by consumer preferences and emerging food trends, in order to be competitive in domestic and export markets. Market Development supports Canada's agriculture and agri-food industry to build and deliver on long-term international strategies, to gain and expand international recognition in key markets and enhance market opportunities for Canadian agriculture and agri-food products. This ensures that Canada is well positioned to succeed in key markets and respond to consumer demands and global competition.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriMarketing program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
22,952,896	22,952,896	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
27	27	27

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The agriculture sector is supported to maintain the visibility of Canadian sectors/products as well as to maintain its capacity to identify and seize market development opportunities that contribute to its trade competitiveness	Cumulative number of market development and promotional products/events undertaken under the program aimed at new markets	350	March 31, 2018

Planning Highlights

Under the *Growing Forward 2*[viii] agricultural policy framework, Agriculture and Agri-Food Canada continues to support market-development activities as part of the Market Development Stream of the AgriMarketing Program[xx]. This Program supports activities in both existing and new markets to maintain and enhance industry's competitiveness by connecting Canadian agri-businesses to key international markets. Funds will continue to be made available to national producer, processor and exporter associations, along with small- and medium-sized enterprises, for project support to implement long-term, international market-development strategies. This support will help build, promote and expand domestic and export markets by contributing to industry-led promotional and market-development activities. Promotional activities are aimed at maintaining the visibility of Canadian sectors, highlighting the advantages of Canadian products, as well as differentiating Canadian producers from competitors in other major agricultural exporting countries. The Department will continue to improve its capacity to assess the program to help ensure maximum returns to Canadian agri-businesses.

Contribution agreements under the Market Development Stream require recipients to collect data and report on their international market-development activities, particularly to identify the number of activities undertaken in new and existing markets.

Sub-Program 1.2.4: Assurance Systems

Description: The Canadian agriculture, agri-food and agri-based products sector is supported to prevent and control risks to the animal and plant resource base, provide safe food and meet evolving market requirements and consumer demands for these assurances. Federal programming under *Growing Forward 2* supports national organizations in developing national assurance systems, standards and tools that include food safety systems, biosecurity standards, traceability systems, animal and plant health surveillance systems, and market-attribute standards.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriMarketing program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
20,245,597	20,245,597	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
21	21	21

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The Canadian agriculture and agri-food industry has the tools available to implement assurance systems that respond to consumer, buyer and market demands; to gain and maintain market access; and to protect against threats to plant and animal health	Cumulative number of assurance systems and standard tools completed	43	March 31, 2018
Implementation of assurance systems and standards by producers and agri-businesses	Cumulative number of assurance systems/standards activities undertaken by producers and agri-businesses under *Growing Forward 2* Federal-Provincial-Territorial Cost-shared Programming	13,200	March 31, 2019

Planning Highlights

Food safety and plant and animal health remain key factors in ensuring industry competitiveness and domestic and international market access. Under *Growing Forward 2*[viii], the Assurance Systems Stream of the AgriMarketing Program[xx] continues to focus on these factors while also seeking to support broader, market-driven assurance systems to help the sector secure markets and meet new and emerging buyer demands. In this regard, the Program supports national organizations to develop assurance systems, standards and tools in response to consumer and market demands for food safety and other attributes, such as animal welfare or environmental sustainability.

Under *Growing Forward 2*, provinces and territories are responsible for funding to implement assurance systems as set out in the federal, provincial and territorial bilateral agreements described in Sub-Program 1.2.5, Federal, Provincial and Territorial Cost-shared Market Development and Competitiveness. Agriculture and Agri-Food Canada delivers the Assurance Systems Stream that complements provincial and territorial cost-shared programs, where the benefits can be attributed to all provinces.

Agriculture and Agri-Food Canada will continue to help industry develop farm-level and service-sector national biosecurity standards, on-farm and post-farm food-safety systems, national animal-care codes and traceability systems through the AgriMarketing Program's Assurance Systems Stream. The Department is working with provincial and territorial governments and industry to develop the Canadian Agri-Traceability Services, a single, national livestock-traceability data service. In addition, it will help establish new surveillance systems for plant and animal diseases and standards systems for assuring quality attributes important to key markets. The Department will continue to support industry efforts in other market-related areas, such as the integration of assurance systems. This work will be undertaken in collaboration with the Canadian Food Inspection Agency, which will focus on areas such as food-safety recognition, biosecurity standards and regulations for traceability.

Sub-Program 1.2.5: Federal-Provincial-Territorial Cost-shared Market Development and Competitiveness

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at assisting the Canadian agriculture, agri-food and agri-based products sector in maintaining and creating market-based opportunities for individual farms and firms, and providing industry with the knowledge and tools to compete at home and abroad. Specific provincial or territorial programs support the sector in identifying new domestic and global opportunities and markets that enhance competitiveness and prosperity, as well as support the sector in its endeavors to prevent and control risks to the animal and plant resource base, provide safe food and meet new market demands for assurance.

This program uses funding from the following transfer payment(s): Contributions for Cost-shared Strategic Initiatives programming in Competitiveness and Market Development under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
61,201,028	61,201,028	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
8	8	8

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector is increasing its use of market-based knowledge and tools to increase market access	Cumulative number of assurance systems/standards activities undertaken by agri-businesses under *Growing Forward 2* Federal-Provincial-Territorial Cost-shared Programming	15,000	March 31, 2019
The sector is increasing its use of market-based knowledge and tools to increase market access	Percentage of clients who indicate that their participation in *Growing Forward 2* Cost-shared Programs allowed them to capture new markets	55	March 31, 2019

Planning Highlights

Under this *Growing Forward 2*[viii] program, each province and territory has the flexibility to design and implement initiatives tailored to meet diverse regional needs. Anticipated cost-shared activities include market information, trade shows, marketing strategies, and product-attributes promotion, including attributes resulting from assurance systems.

Sub-Program 1.2.6: Pest Management: Pesticides Minor Use Program

Description: This *Growing Forward 2* program improves grower access to new minor uses of pesticides[xxi]. Pesticide residue, efficacy and crop tolerance studies are conducted to generate and to inform regulatory data packages, which are submitted to Health Canada for new minor uses of pesticide products. In addition, collaborative work with our colleagues in the United States results in joint pesticide submissions to the regulatory agencies of both countries and the simultaneous availability of new pesticide minor uses in both countries. The increased availability of new minor use pesticides prevents trade barriers with countries where these products are already available.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
10,302,317	10,302,317	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
53	53	53

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Regulatory submissions sent to Pest Management Regulatory Agency, Health Canada for new minor uses of pesticides	Number of submissions of packaged, research project information and data in support of regulated, minor use pesticides	40	March 31, 2017

Planning Highlights

Agriculture and Agri-Food Canada will continue to work with growers and their organizations, pesticide companies, provincial officials, and counterparts in the United States to prioritize pest-crop-combinations and generate required data to support the registration of the new minor uses of pesticides[xxi] to control grower-selected pests in Canada. The Department will continue to work with Health Canada's Pest Management Regulatory Agency to determine and generate information needed to improve efficiencies in the data requirement for regulatory submissions and to improve their evaluations. It will also continue to work with its counterpart in the United States on joint projects and participate in global efforts to register new minor uses of pesticides simultaneously in several countries. New minor uses of pesticides made available to Canadian growers will: contribute to reducing yield losses due to pests; help prevent trade barriers by establishing maximum-residue limits simultaneously in several countries through joint efforts; and improve growers' competitive parity with counterparts in the United States.

Sub-Program 1.2.7: Pest Management: Pesticides Risk Reduction Program

Description: Under the Pesticides Risk Reduction Program, Agriculture and Agri-Food Canada develops technologies, tools (including biopesticides) and techniques aimed at reducing the risk to the environment and human health posed by pesticide use. The increased availability of biopesticides and reduced risk technologies, products and techniques, contribute to sustainable agriculture. Collaboration with counterparts at Health Canada assists with targeting reduced risk alternatives to pesticides whose registration is being phased out due to toxicity.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,444,700	2,444,700	2,444,700

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Increased awareness of, and access to, safer pest management products and practices	Number of reduced risk pest management products and practices developed and communicated to growers	5	March 31, 2017

Planning Highlights

Agriculture and Agri-Food Canada will continue to work with stakeholders to identify and support pesticide risk-reduction solutions for priority pest-management and risk-reduction issues. The Department will continue to work with industry, provinces and regulators to update and publish national crop profiles that provide important pest and pest-management information used in establishing priorities for work. The Department will develop risk-reduction action plans and support research leading to reduced-risk pest-management tools and approaches to address potential risks posed by pesticides. The Department will support a grower-led national biopesticides priority-setting exercise and will prepare regulatory submissions to enable the registration of selected biopesticides products. Agriculture and Agri-Food Canada will continue to collaborate with Health Canada's Pest Management Regulatory Agency to identify and support alternative solutions to pesticides that are being phased out in Canada due to toxicity concerns. In addition, the Department will support research to fill key knowledge and technology gaps in pest management and will develop and implement communication tools and demonstration projects to inform growers of program results.

Program 1.3: Farm Products Council of Canada

Description: Established under the *Farm Products Agencies Act*, the Farm Products Council of Canada is an oversight body that reports to Parliament through the Minister of Agriculture and Agri-Food (the Minister). The *Farm Products Agencies Act* provides for the creation of national marketing agencies, which are not subject to the *Competition Act*, as well as promotion and research agencies. The Farm Products Council of Canada supervises these agencies, and works with them to ensure that the supply management system for poultry and eggs and promotion-research activities for beef cattle work in the balanced interest of all stakeholders, from producers to consumers, and can evolve to respond to current and future challenges. The Farm Products Council of Canada also provides advice and recommendations to the Minister, collaborates with provincial supervisory boards and actively works with the Department and Agriculture and Agri-Food portfolio organizations.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
3,036,170	3,036,170	3,036,170	3,036,170

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
26	26	26

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Domestic market shares of Canadian producers of chicken, eggs, hatching eggs and turkey are stable or increasing	Percentage of the domestic chicken market supplied by Canadian producers of chicken	80	March 31, 2017
Domestic market shares of Canadian producers of chicken, eggs, hatching eggs and turkey are stable or increasing	Percentage of the domestic egg market supplied by Canadian producers of eggs	80	March 31, 2017
Domestic market shares of Canadian producers of chicken, eggs, hatching eggs and turkey are stable or increasing	Percentage of the domestic hatching eggs market supplied by Canadian producers of hatching eggs	80	March 31, 2017
Domestic market shares of Canadian producers of chicken, eggs, hatching eggs and turkey are stable or increasing	Percentage of the domestic turkey market supplied by Canadian producers of turkey	80	March 31, 2017
Consumer price variations for chicken, eggs and turkey are more stable than those of other competing meats	Year-over-year consumer price variation for chicken is within plus or minus five percentage points of the year-over-year consumer price variation for other fresh or frozen meats	5	March 31, 2017
Consumer price variations for chicken, eggs and turkey are more stable than those of other competing meats	Year-over-year consumer price variation for eggs is within plus or minus five percentage points of the year-over-year consumer price variation for other fresh or frozen meats	5	March 31, 2017

Consumer price variations for chicken, eggs and turkey are more stable than those of other competing meats	Year-over-year consumer price variation for turkey is within plus or minus five percentage points of the year-over-year consumer price variation for other fresh or frozen meats	5	March 31, 2017
Consumer price variations for chicken, eggs and turkey are consistent with those of food in general	Year-over-year consumer price variation for chicken is within plus or minus ten percentage points of the year-over-year consumer price variation for food in general	10	March 31, 2017
Consumer price variations for chicken, eggs and turkey are consistent with those of food in general	Year-over-year consumer price variation for eggs is within plus or minus ten percentage points of the year-over-year consumer price variation for food in general	10	March 31, 2017
Consumer price variations for chicken, eggs and turkey are consistent with those of food in general	Year-over-year consumer price variation for turkey is within plus or minus ten percentage points of the year-over-year consumer price variation for food in general	10	March 31, 2017

Planning Highlights

The Farm Products Council of Canada[xxii] will continue to work with and supervise the agencies established under the *Farm Products Agencies Act*[xxiii] Canada Beef, Canadian Hatching Egg Producers, Chicken Farmers of Canada, Egg Farmers of Canada, and Turkey Farmers of Canada. The Council will also continue to inquire into the merits of requests by industry groups to establish promotion and research or national marketing agencies.

In line with its Strategic Plan 2015–2018, the Farm Products Council of Canada will focus its effort on ensuring that marketing, promotion and research systems are transparent, sustainable, and managed in a manner that can withstand public scrutiny. To do so, the Council will continue to foster a better understanding of partners' roles and responsibilities within the systems. It will also provide information on promotion and research agencies as a tool for commodity groups to take ownership of their research priorities and to promote their products. The Farm Products Council of Canada will also strive to engage provincial supervisory boards in maintaining and promoting an efficient and competitive system. It will also work to improve communications and develop its internal expertise.

The Farm Products Council of Canada will assess the performance of the marketing systems by measuring the health of the domestic industry for supply-managed products, in terms of domestic market shares. The systems' impact on Canadian consumers will also be assessed to ensure that

price variations for supply-managed commodities are coherent with those of food products that are not subject to supply management.

Strategic Outcome 2: An innovative and sustainable agriculture, agri-food and agri-based products sector

Sector innovation and sustainability include the development and commercialization of value added agricultural-based products, knowledge-based production systems, processes and technologies, and equipping the sector with improved business and management skills and strategies to capture opportunities and to manage change. Such innovation and adaptability are vital for ongoing growth and improvement in the productivity, profitability and sustainability of Canada's agriculture, agri-food and agri-based products sector.

Program 2.1: Science, Innovation, Adoption and Sustainability

Description: Agriculture and Agri-Food Canada contributes to innovation and sustainability of the agriculture, agri-food and agri-based products sector through science and associated activities designed to improve profitability in new and existing products, services, processes, and markets. Agriculture and Agri-Food Canada provides research, development and knowledge transfer that enhance the sector's resiliency, foster new areas of opportunity for the sector and support sector competitiveness, as well as coordinated and informed decision making. Agriculture and Agri-Food Canada promotes integrated planning, engaging industry, government and academia, and collaborative action to accelerate the flow of science and technology along the innovation continuum in support of industry-defined strategies for future success. Farmers, agri-entrepreneurs and agri-based enterprises are supported in their efforts to adopt new technologies and commercialize new products and services. Pathfinding and transformational research help to define future sustainable opportunities and prepare the sector for emerging opportunities and challenges.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
560,789,990	560,789,990	532,240,111	295,104,966

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17. As well, Planned Spending decreases from 2017-18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
2,526	2,588	2,588

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Agriculture and agri-food sector that utilizes science to improve agriculture's efficiency, increase availability of new products and contribute to the Canadian economy	Agriculture Net value-added (billions of dollars) The agriculture value-added account is designed to provide an annual measure of the value of income generated from the production of agricultural goods and services. The numbers are used to assess the state of the agricultural industry and to form the basis of various policy options	12.3	March 31, 2018

Planning Highlights

Agriculture and Agri-Food Canada will continue to generate new knowledge and to help the sector adopt and commercialize innovative agricultural, agri-food and agri-based products, processes and practices that enhance economic growth and sustainability. The Department will continue to target research, development and knowledge-transfer activities aligned with its sectoral science strategies. The emphasis will be on four common, cross-cutting strategic objectives: increasing agricultural productivity, improving environmental sustainability, enhancing attributes for food and non-food uses, and addressing threats to the agriculture and agri-food value chain.

In 2016–17, the Department will continue to support industry-led applied research specific to the needs of the agricultural sector. The Agri-Science Projects and Agri-Science Clusters, enabled under the *Growing Forward 2*[viii] Industry-led Research and Development Stream of the AgriInnovation Program[xxiv], are ongoing initiatives that include work by departmental researchers for and with the sector, as well as government funding contribution to industry. This Stream supports pre-commercialization research, development and knowledge transfer leading to innovation.

Agriculture and Agri-Food Canada will also continue to provide repayable contributions to private industry to help demonstrate, commercialize and adopt innovative agri-based products, technologies, processes, and services under *Growing Forward 2*'s Enabling Commercialization and Adoption Stream of the AgriInnovation Program[xxiv]. This Stream moves innovation to the market.

Sub-Program 2.1.1: Science Supporting an Innovative and Sustainable Sector

Description: Agriculture and Agri-Food Canada conducts longer term core research and development work to advance the understanding of: the resource base upon which agriculture depends; threats to Canadian agriculture production; mechanisms to protect and conserve Canadian bioresources and genetic diversity; and future new opportunities for the sector. This program also maintains a strong network of world-class research centres and offices across the country with scientific expertise to meet the research needs of existing and emerging agricultural commodity groups, and to participate in collaborative partnerships with industry, academia, non-governmental organizations, and others that undertake research aimed at yield enhancement, input reductions, prevention of diseases or pests, market access, as well as risk mitigation, and development of new areas of opportunity for the sector.

This program uses funding from the following transfer payment(s): Grants to foreign recipients for participation in international organizations supporting agriculture.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
225,448,149	206,687,507	199,434,827

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17. As well, Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
1,739	1,751	1,751

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Knowledge and understanding of: the agricultural resources, threats to Canadian agriculture production, mechanisms to protect and conserve Canadian bioresources and genetic diversity, and efficient integrated production systems for the scientific community and ultimately the	Number of peer-reviewed publications and technical project reports produced for research projects conducted under this activity	300	March 31, 2017

sector			

Planning Highlights

Agriculture and Agri-food Canada will continue to invest in research to support Canadian agriculture in areas such as genomics, climate change and biodiversity.

Through the federal Genomics Research and Development Initiative[xxv], scientists can better understand basic plant and animal functions, find the genes responsible for particular traits, and develop molecular markers. Genomics research benefits farmers by increasing crop yields and resistance to diseases and pests and by meeting consumer demands for sustainable food production. For example, departmental researchers are working to protect crops from a fungal disease called fusarium head blight which is one of the most destructive diseases of cereals, especially wheat. It impacts producers' profitability through reduced grain yield and quality.

The Department is an authoritative source for agroclimate, earth observation-based agricultural land use/management, and soils information. Work in this area will continue to provide foundational information based on near real-time monitoring and forecasting of Canada's agricultural resources, including agroclimate, crop conditions and yield.

National biodiversity and bioresources reference collections are managed by Agriculture and Agri-Food Canada. This entails: acquiring germplasm (genetic material); distributing germplasm nationally and internationally; storing and testing for viability; regenerating and characterizing through field, greenhouse and laboratory experimental work, including performing disease and quality testing; and finally, documenting in a digital form.

The Department will continue to maintain and develop both living and non-living biological collections. The non-living biological collections support the National Identification Service and provide authoritative species identification and biological information services for pests (insects, fungi, bacteria, and nematodes) and weeds, both native and invasive that impact Canadian agriculture. The National Identification Service also provides species identification of biological control agents that are used to develop effective integrated pest-management strategies.

Sub-Program 2.1.2: Research Accelerating Innovation

Description: This *Growing Forward 2* program is designed to address emerging science-based requirements of the Canadian agriculture, agri-food and agri-based products sector by generating and providing access to scientific knowledge that helps the industry to: identify and mitigate risks to agriculture and agri-food production; enhance the safety of the food system; sustainably increase productivity to improve its bottom line through more efficient use of inputs; enhance the resilience of the sector to a changing climate; and to capture market opportunities. Objectives of this program include: conduct innovative research to understand key challenges and opportunities facing the sector; transform scientific knowledge into agricultural products, processes and practices that improve competitiveness; promote research to understand the key

environmental sustainability challenges facing Canadian farmers; encourage the transformation of scientific knowledge into agricultural practices that improve the environmental sustainability and profitability of farming operations; support scientific measurement and analysis of the environmental sustainability performance of the sector that will facilitate competitiveness; and work with industry to target Agriculture and Agri-Food Canada efforts towards key business risks and opportunities.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
103,351,466	96,392,057	70,583,801

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17. As well, Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
537	562	562

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
New products, processes and technologies are available for transfer to the sector that are relevant to: environmental sustainability of the sector, the minimization of catastrophic threats to crops, the optimization of livestock efficiencies, and the health and safety of food	Number of new products, processes and technologies available for transfer to stakeholders	51	March 31, 2018

Planning Highlights

Agriculture and Agri-Food Canada will continue to conduct scientific research and development projects aligned to the *Growing Forward 2*[viii] agricultural policy framework to further the understanding of key challenges and opportunities facing the agriculture and agri-food sector. The Department will also help transform scientific knowledge into products, processes and practices to improve the sector's competitiveness, profitability and sustainability. In addition to the projects that were added in 2014–15, there was a call in September 2015 for new projects.

These new projects will focus on activities directly linked to the four cross-cutting strategic objectives: increasing agricultural productivity; enhancing environmental performance; improving attributes for food and non-food uses; and addressing threats to the agriculture and agri-food value chain.

Sub-Program 2.1.3: Research, Development and Knowledge Transfer

Description: The objective of the Industry-led Research, Development and Knowledge Transfer under *Growing Forward 2* is to accelerate the pace of innovation in the sector by supporting industry-led research, development and knowledge creation and transfer activities of innovative agricultural products, technologies, practices, processes and services in the agriculture, agri-food and agri-based products sector to increase market opportunities, foster innovation, industry investment and leadership. This program provides non-repayable contributions to recipients and research support from Agriculture and Agri-Food Canada to conduct approved applied science activities in support of a project.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriInnovation program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
98,943,207	96,113,379	19,481,109

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17. As well, Planned Spending decreases from 2017-18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
221	246	246

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector develops or advances knowledge and technologies for industry uptake for commercialization or adoption	Number of peer-reviewed scientific publications produced in the sector from 2013 to 2018 under the Industry-led Research and Development and Knowledge Transfer	1,000	March 31, 2018

	Stream of the AgriInnovation Program		
The sector has additional capacity to develop knowledge and technologies	Number of newly trained, highly qualified personnel in the sector from 2013 to 2018 under the Industry-led Research and Development and Knowledge Transfer Stream of the AgriInnovation Program	260	March 31, 2018

Planning Highlights

Industry accesses this sub-program through the Industry-led Research and Development Stream of the AgriInnovation Program[xxiv]. Both the Agri-Science Projects and Agri-Science Clusters initiatives are enabled by this sub-program. These initiatives support research activities, including applied research, that are expected to result in new innovations, advance innovations already started, and create new knowledge that will be shared with the sector and presented in peer-reviewed scientific publications. Additional sector capacity will also be developed as graduate students gain skills while working on projects funded by this sub-program.

The Program's knowledge transfer component, driven primarily by Agriculture and Agri-Food Canada, may include written and electronic products (for example, technical manuals and online decision support tools) and outreach, such as demonstration sites, field days, organized tours, and participation in industry events.

New technology development, along with knowledge transfer activities, is expected to lead to innovations being adopted in the agricultural sector.

Agriculture and Agri-Food Canada, in 2016–17, will conclude its mid-term assessment of this sub-program's progress towards its objectives. This progress will be reported through the overall mid-term assessment of *Growing Forward 2*[viii]. Further, the Industry-led Research and Development Stream will be evaluated for its continued relevance and how well it is performing, while exploring possible alternatives to meet the objectives.

Sub-Program 2.1.4: Enabling Commercialization and Adoption

Description: The objective of Enabling Commercialization and Adoption under *Growing Forward 2* is to accelerate the demonstration, commercialization and/or adoption of innovative agri-based products, technologies, processes, or services to increase sector competitiveness. This program provides repayable contributions for industry-led agri-based projects aimed at facilitating the commercialization or adoption of agri-innovations. Funding is provided for activities including construction; purchase and installation of equipment; training;

and marketing, where it forms a minor component of a project. Eligible recipients are for-profit organizations.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriInnovation program under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
26,717,706	26,717,706	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
18	18	18

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector has access to government and private investment capital to support demonstration, commercialization and adoption of innovative technologies, processes, products, and services	Dollar value of private sector investments under the Enabling Commercialization and Adoption Stream of the AgriInnovation Program from 2013 to 2018 (millions of dollars)	118.5	March 31, 2018
The sector develops the capacity to commercialize products, technologies, processes or services	Number of innovative products, technologies, processes or services supported by the program that enter the market under the Enabling Commercialization and Adoption Stream of the AgriInnovation Program from 2013 to 2018	54	March 31, 2018

Planning Highlights

Industry accesses this sub-program through the Enabling Commercialization and Adoption Stream of the AgriInnovation Program[xxiv]. Government funding alleviates some of the risk

associated with commercialization projects by providing interest-free, unsecured financing for these projects. When projects are completed, recipients will have developed a variety of innovative products, technologies, processes, or services that will enter the market. In 2016–17, Agriculture and Agri-Food Canada will continue its due diligence with regard to proposals submitted by the industry. Agreements will be developed with successful applicants to demonstrate, commercialize and adopt projects.

The Department will conclude in 2016–17, its mid-term assessment of the progress that this sub-program is making towards its objectives. This progress will be reported through the overall mid-term assessment of *Growing Forward 2*[viii]. Additionally, the Enabling Commercialization and Adoption Stream will also be the subject of an evaluation and internal audit.

Sub-Program 2.1.5: Federal-Provincial-Territorial Cost-shared Research, Adoption and Commercialization

Description: This *Growing Forward 2* program provides funding for provincial and territorial activities aimed at accelerating the pace of innovation in the Canadian agriculture, agri-food and agri-based products sector. The programming supports research and development activities and facilitates demonstration and commercialization in order to enhance the productivity, competitiveness, economic growth and adaptability of the sector, and assists in capturing opportunities for the sector in domestic and global markets.

This program uses funding from the following transfer payment(s): Contributions for Cost-shared Strategic Initiatives programming in Innovation under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
63,718,708	63,718,708	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
5	5	5

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector has access to new agri-related products, practices and technology	Cumulative number of new products/ technologies/ practices/	1,300	March 31, 2019

	processes evaluated, assessed, and/or demonstrated under *Growing Forward 2* Federal-Provincial-Territorial Cost-shared Programming		

Planning Highlights

Under this *Growing Forward 2*[viii] program, each province and territory has the flexibility to design and implement initiatives tailored to meet diverse regional needs. Anticipated cost-shared activities include enhancing or enabling innovation from discovery through to commercialization and adoption.

Sub-Program 2.1.6: Federal-Provincial-Territorial Cost-shared Environment

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at supporting the Canadian agriculture, agri-food and agri-based sector and its businesses to assess and respond to priority environmental risks and manage the natural resource base sustainably. The programming is mainly designed to minimize and mitigate impacts and risks to the environment by maintaining or improving the quality of soil, water, air, and biodiversity; ensuring the long-term health and sustainability of natural resources used for agricultural production and, supporting the long-term economic and environmental viability of the agriculture industry.

This program uses funding from the following transfer payment(s): Contributions for Cost-shared Strategic Initiatives programming in Innovation under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
37,005,525	37,005,525	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
4	4	4

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector is taking actions to minimize environmental risks and is using inputs efficiently	Cumulative number of Beneficial Management Practices implemented under *Growing Forward 2* Federal-Provincial-Territorial Cost-shared programming	17,600	March 31, 2019

Planning Highlights

Under this *Growing Forward 2*[viii] program, each province and territory has the flexibility to design and implement initiatives tailored to meet diverse regional needs. Anticipated cost-shared activities include: the development and implementation of environmental farm plans to identify environmental risks and risk-mitigation activities; and proven environmental beneficial management practices, such as farmyard-runoff controls and erosion-control structures.

Sub-Program 2.1.7: Agricultural Greenhouse Gases Program

Description: The Agricultural Greenhouse Gases Program provides contribution funding to the agriculture industry, provincial and territorial governments and academia for projects to undertake research on greenhouse gas mitigation and make new mitigation technologies and Beneficial Management Practices available to farmers. The Agricultural Greenhouse Gases Program represents Canada's contribution to the Global Research Alliance on agricultural greenhouse gases, an international alliance aimed at increasing collaboration in agricultural research on greenhouse gas mitigation and Beneficial Management Practices.

This program uses funding from the following transfer payment(s): Contributions in support of the Agricultural Greenhouse Gases Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
5,605,229	5,605,229	5,605,229

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
2	2	2

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Greenhouse Gas mitigation information and technologies are made available to farmers	Number of new Beneficial Management Practices demonstrated through field days and workshops under the Agricultural Greenhouse Gases Program from 2016 to 2021	12	March 31, 2021

Planning Highlights

The Agricultural Greenhouse Gases Program[xxvi] authorities have been renewed. The Program will continue to support the development and demonstration of agricultural technologies that mitigate agricultural greenhouse gases. Current projects will end March 31, 2016, but Agriculture and Agri-Food Canada will monitor recipient final reports to determine whether or not project and program targets were met.

The Program will be opened for new applications; outreach activities with potential applicants will be conducted. Eligible applicants include corporations or cooperatives, associations, provincial, territorial or municipal governments, educational institutions, Indian bands and Crown corporations. Eligible projects include, but are not limited to: scientific or applied research; demonstration; strategic studies; technical assistance; pilot initiatives; and extension and awareness activities related to greenhouse gases mitigation information, best management practices and technologies for farmers.

Program 2.2: Industry Capacity

Description: This program helps build the capacity of the sector and businesses to sustainably succeed in a market-driven and competitive world. The program encourages the use of sound business management practices, while also enabling businesses in the sector to understand their financial situation, be profitable and invest where needed. It provides for enhanced participation by young or new entrants, First Nations clients, and clients in specific sub-sectors in transition. The program also supports the sector and its businesses to improve access to key infrastructure.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
73,027,026	73,027,026	66,159,040	17,025,209

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative and the Churchill Port Utilisation Program at the end of 2016–17. As well, Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
163	135	73

There is a decrease in the Full-Time Equivalents each fiscal year as the Community Pastures program will expire at the end of 2017–18. *Growing Forward 2* funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector is increasing its ability to be resilient and self-sustaining	Maintain and/or increase the percentage of farms with high free cash flow	55	March 31, 2028

Planning Highlights

Agriculture and Agri-Food Canada will continue to help businesses succeed over time in a market-driven and competitive world by encouraging sound business-management practices. The Department will also enable businesses to understand their financial situations, be profitable and invest where needed. For example, through Fostering Business Development[xxvii] and Farm Debt Mediation Service[xxviii], the Industry Capacity program will enhance participants' financial management skills. In addition, the Department will help the agricultural sector create approximately 45 career-related internships, each for up to 12 months, for post-secondary graduates in the areas of agriculture, agri-food, agri-food science, and veterinary medicine through the Career Focus Program[xxvix], which is part of Sub-Program 2.2.2 Fostering Business Development.

Sub-Program 2.2.1: Farm Debt Mediation Service

Description: Pursuant to the *Farm Debt Mediation Act*, Agriculture and Agri-Food Canada delivers the Farm Debt Mediation Service that provides financial counselling and mediation services to farmers who are having difficulty meeting their financial obligations. A financial consultant conducts a financial review of the operation and prepares a recovery plan. Professional mediators help the farmer and his or her creditors to reach a mutually satisfactory financial arrangement. A stay of proceedings may be put in place to protect the farmer against recovery or seizure of assets. To be eligible, clients must be insolvent individuals, corporations, partnerships, co-operatives or other associations of persons engaged in farming for commercial purposes. This program receives funding as per the *Farm Debt Mediation Act*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,830,795	1,811,220	1,679,547

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
13	13	13

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Increased agreements between insolvent farmers and their creditors on financial recovery measures	Percentage of completed applications that resulted in signed arrangements between farmers and creditors	80	March 31, 2017

Planning Highlights

In accordance with the *Farm Debt Mediation Act*[xxx], Agriculture and Agri-Food Canada will continue to provide its Farm Debt Mediation Service[xxviii] to farmers experiencing financial difficulties, and their creditors, to help arrive at mutually satisfactory arrangements. The Department's evaluation of the Farm Debt Mediation Service in 2015 concluded that the program remains relevant to producers and that it is being delivered in a cost-effective manner. The Department is putting in place recommendations of the evaluation, namely: (1) improving producers' and stakeholders' awareness of the Farm Debt Mediation Service; and (2) investigating a possible follow-up service to assist Farm Debt Mediation Service producers to satisfactorily implement their arrangements.

As part of Bill C-18, the *Agricultural Growth Act*[xxxi], amendments to the *Farm Debt Mediation Act* allow the Minister of Agriculture and Agri-Food to participate in mediation as a guarantor of the Advance Payments Program[xv] for better service delivery. This change is expected to lead to more effective negotiations for repayment arrangements, helping farmers and creditors work towards mutually satisfactory financial arrangements.

Sub-Program 2.2.2: Fostering Business Development

Description: This *Growing Forward 2* program builds awareness of the benefits and encourages the use of sound business management practices, while also enabling businesses in the sector to be profitable and invest where needed. It funds activities related to business management practices and skills that strengthen the capacity of businesses in the sector to: assess the financial implications of business improvements; respond to change and adapt; help agri-business owners understand their financial situation; and provide for enhanced participation by young or new entrants.

This program uses funding from the following transfer payment(s): Contribution payments for the AgriCompetitiveness program under *Growing Forward 2*, and Contributions under the Career Focus program – Youth Employment Strategy.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
4,959,971	4,959,971	1,071,310

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
6	6	6

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Individual producers and agri-business clients implement changes to their business	Percentage of farmers planning to expand or diversify in the next five years	60	March 31, 2018
Increased supply of highly qualified people in the agriculture labour market	Percentage of interns in the Career Focus Program who secure a permanent position in agriculture	75	March 31, 2018

Planning Highlights

Under *Growing Forward 2*[viii], Fostering Business Development[xxvii] continues to support projects that encourage sound business management practices, while also enabling businesses to be profitable and invest where needed. It funds activities related to business management and farm-safety practices, as well as leadership skills and youth development. These activities collectively strengthen the capacity of individuals and businesses to: assess the financial implications of business improvements; respond to change and adapt; understand their financial situations; and provide for enhanced participation by young people and new entrants to the sector. Fostering Business Development supports the activities of five national organizations: the Canadian Young Farmers' Forum, Canada's Outstanding Young Farmers' Program, the Canadian Agricultural Safety Association, the Canadian 4-H Council, and Farm Management Canada.

Contribution agreements require the five national organizations to implement data collection activities and report on key performance measures. These organizations conducted initial surveys of their participants in 2014 to establish baseline performance indicators. Moving forward, they will conduct annual surveys to measure progress on their performance against these baselines. For example, some baseline surveys asked organization members what changes they were implementing on their farms as a result of their participation in their respective organization.

Under the Career Focus Program[xxvix], which represents a portion of the Fostering Business Development Sub-Program, agriculture-related internships help young people gain valuable work experience. Career Focus is delivered nationally by Agriculture and Agri-Food Canada and is part of the Youth Employment Strategy led by Employment and Social Development Canada. Eleven other federal departments also participate in the Strategy that includes Skills Link and Summer Work Experience program streams.

Sub-Program 2.2.3: Federal-Provincial-Territorial Cost-shared Adaptability and Industry Capacity

Description: This *Growing Forward 2* program provides support for provincial and territorial activities aimed at building capacity within the Canadian agriculture, agri-food and agri-based products sector and its businesses to sustainably succeed in a market-driven and competitive world. These activities mainly focus on encouraging the use of sound business management practices and tools, while providing for enhanced participation by young or new entrants and clients in specific sub-sectors in transition; supporting the sector and its businesses to improve access to key infrastructure; and building leadership within the sector.

This program uses funding from the following transfer payment(s): Contributions for Cost-shared Strategic Initiatives programming in Adaptability and Industry Capacity under *Growing Forward 2*.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
45,074,739	45,074,739	0

Planned Spending decreases from 2017–18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
2	2	2

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The sector is increasing its adoption of business management and strategic risk management practices and tools	Percentage of farmers optimistic that their net farm income will remain stable or increase in the next five years	70	March 31, 2019

The sector is increasing production capacity	Cumulative number of acres supported by infrastructure programming under *Growing Forward 2* Federal-Provincial-Territorial Cost-shared Programming	62,000	March 31, 2019

Planning Highlights

Under this *Growing Forward 2*[viii] program, each province and territory has the flexibility to design and implement initiatives tailored to meet diverse regional needs. Anticipated cost-shared activities include building agri-business management capacity, attracting new entrants to the sector, and developing key agriculture and agri-processing infrastructures to help businesses succeed over time in a market-driven and competitive world.

Sub-Program 2.2.4: Community Pastures

Description: The Community Pastures program enhances the sustainability of prairie rangeland for agriculture through livestock production. This work includes managing prairie rangeland to serve livestock producers and provide grazing for livestock.

Budgetary Financial Resources (dollars)

	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Gross Planned Spending	15,031,362	12,025,090	0
Less Respendable Revenue	(15,000,000)	(12,000,000)	0
Net Planned Spending	31,362	25,090	0

The Community Pastures program expires at the end of 2017–18.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
90	62	0

There is a decrease in the Full-Time Equivalents each fiscal year as the Community Pastures program expires at the end of 2017–18.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Environmentally responsible land use and practices for the management of a multi-use, productive and bio-diverse rangeland	Range health rated as "good" or "excellent" for at least 85% of Community Pastures program lands	85	March 31, 2017

Planning Highlights

Created in the 1930s, the Community Pastures program[xxxii] is being concluded, having helped rehabilitate agricultural landscapes and diversify rural economies in Saskatchewan and Manitoba. By the end of 2015–16, the transfer of 55 of the 85 pastures is expected to have been completed. The transfer of the 30 remaining pastures, all located in Saskatchewan, is on schedule. In this regard, in 2016–17, federal management of 10 pastures in Saskatchewan will revert to provincial operations with remaining pasture divestitures to conclude in 2017–18, the last year in which grazing and land management services will be offered by Agriculture and Agri-Food Canada.

Sub-Program 2.2.5: Water Infrastructure

Description: The Water Infrastructure program is the management and operation of federally owned water structures in southern Saskatchewan. This program was established to ensure sound asset management of Agriculture and Agri-Food Canada dams and irrigation projects while ensuring that the responsibility for public safety and water delivery obligations to irrigators, local and/or regional communities, and international obligations were met. Dams and water conveyance structures serve the agriculture and rural communities by providing irrigation, recreation, community supplies and livestock watering.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
5,233,018	3,241,611	3,227,943

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
36	36	36

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Water storage infrastructure is operationally safe and downstream risks are kept as low as reasonably practical	Number of dam safety Emergency Preparedness Plans for high or very high consequence dams, which are conducted in compliance with the *Canadian Dam Association's Dam Safety Guidelines*, within agreed timelines	1	March 31, 2017

Water storage infrastructure is operationally safe and downstream risks are kept as low as reasonably practical	Number of dam safety Emergency Response Plans for high or very high consequence dams, which are conducted in compliance with the Canadian Dam Association's *Dam Safety Guidelines*, within agreed timelines	1	March 31, 2017

Planning Highlights

In 2016–17, Agriculture and Agri-Food Canada will prepare a dam safety Emergency Preparedness Plan and Emergency Response Plan for its Duncairn Dam in southwest Saskatchewan. These plans will comply with the Canadian Dam Association's guidelines.

The Department will also continue to ensure the safe operation, maintenance and surveillance of all its water infrastructure, while pursuing options to divest and dispose of these assets that no longer support departmental programming.

Sub-Program 2.2.6: Churchill Port Utilisation Program

Description: The Churchill Port Utilisation Program provides grant payments to legal entities that arrange for the shipment of grain, outward, by ocean-going vessel, from the Port of Churchill. The Program is designed to provide support to the Port of Churchill during the transition to the new grain marketing model in Western Canada. Assistance under this federally delivered program is up to $4.6 million per year for up to 500,000 tonnes of grain. Total assistance is up to $23 million. This five-year program ends on March 31, 2017.

This program uses funding from the following transfer payment(s): Grant payments for the Churchill Port Utilisation Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
4,850,732	0	0

The Churchill Port Utilisation Program expires at the end of 2016–17.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
0	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Grain shipments through the Port are maintained	Number of tonnes of grains shipped per year from 2012 to 2017 under the Churchill Port Utilisation Program	500,000	March 31, 2017
Port remains in operation	Percentage of program participants intending to use the Port after the Program ends	66	March 31, 2017

Planning Highlights

Agriculture and Agri-Food Canada will continue client consultations to identify potential improvements to the Churchill Port Utilisation Program in order to make greater use of the Port during the last year of the transition program.

In 2016–17, a queue system will be applied once the Program is fully subscribed and Program administrators will monitor the system closely. Any financial assistance that becomes available as a result of a cancelled shipment will be offered to Program clients in the queue to maximize annual grain shipments through the Port.

Sub-Program 2.2.7: Canadian Agricultural Adaptation Program

Description: The Canadian Agricultural Adaptation Program (2014–2019) helps the agriculture, agri-food, and agri-based products sector seize opportunities, respond to new and/or emerging issues, and pathfind and/or pilot solutions to new and ongoing issues so it can adapt and remain competitive.

The Canadian Agricultural Adaptation Program is a five-year program providing non-repayable contributions for industry-led projects that address national or sector-wide matters. Funding is delivered directly from Agriculture and Agri-Food Canada to successful applicants.

This program uses funding from the following transfer payment(s): Contributions to support the Canadian Agricultural Adaptation Program.

Budgetary Financial Resources (dollars)

2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
11,046,409	11,046,409	11,046,409

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
16	16	16

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Sector develops tools and strategies to adapt to changing circumstances and/or respond to urgent and/or critical issues	Number of tools and strategies developed by the sector to adapt to changing circumstances and/or respond to urgent and/or critical issues from 2014 to 2019	40	March 31, 2019
Sector implements tools and strategies to adapt to changing circumstances and/or respond to urgent and/or critical issues	Number of tools and strategies to adapt to changing circumstances and/or respond to urgent and/or critical issues implemented by the sector from 2014 to 2019	20	March 31, 2019

Planning Highlights

In 2016–17, the Canadian Agricultural Adaptation Program[xxxiii] will continue to support the Department's ongoing efforts to help the sector to adapt and remain competitive. Agriculture and Agri-Food Canada will continue to measure the needs of industry and, where appropriate, respond with modifications to program criteria. Funding will be provided for national or sector-wide projects that will lead to industry-led strategies and tools to address issues and changing circumstances. For example, the Program could help a sector develop new tools that might be required to regain access to an international market that had been closed due to changing standards for imports.

Program 2.3: Canadian Pari-Mutuel Agency

Description: Section 204 of the *Criminal Code of Canada* designates the Minister of Agriculture and Agri-Food responsible for making the regulations that direct the lawful conduct of pari-mutuel betting in Canada on horse racing. The Canadian Pari-Mutuel Agency is a special operating agency within Agriculture and Agri-Food Canada that approves and supervises pari-mutuel betting conducted at racetracks and betting theatres across Canada, with the objective of ensuring that betting is conducted in a way that is fair to the betting public. Costs associated with the activities of the Canadian Pari-Mutuel Agency are recovered through a levy on every dollar bet in Canada on horse races. The levy is currently set at eight-tenths of a cent of every dollar bet. Canadian Pari-Mutuel Agency's strategic plans are focused on regulating and supervising pari-mutuel betting on horse races in the most modern, effective and transparent manner.

Budgetary Financial Resources (dollars)

	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Gross Planned Spending	9,946,000	9,946,000	10,193,000	10,327,000
Less Respendable Revenue	(9,946,000)	(9,946,000)	(9,846,000)	(9,748,000)
Net Planned Spending	0	0	347,000	579,000

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
36	36	36

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Pari-mutuel betting is conducted in a way that is fair to the Canadian betting public	Percentage of compliance with the *Pari-Mutuel Betting Supervision Regulations* of Canadian racetracks and betting theatres inspected by Canadian Pari-Mutuel Agency officers	100	March 31, 2017

Planning Highlights

To help assure the Canadian betting public that pari-mutuel betting is conducted fairly, the Canadian Pari-Mutuel Agency[v] will approve and inspect pari-mutuel betting activities conducted at racetracks and betting theatres across Canada. This will ensure continued compliance with the Pari-Mutuel Betting Supervision Regulations[xxxiv] and policies.

In 2016–17, the Agency will continue to refine its approach to supervising approved pari-mutuel betting as it adapts to changes in the industry. This will ensure the most efficient use of its resources, while enabling the Agency to deliver on its mandate to ensure the integrity of the horse racing betting system.

The Agency will maintain the uninterrupted delivery of its national equine drug control program as it begins operating under a new sample collection contract. This program is delivered at Canadian racetracks to help ensure the outcomes of horse races are not influenced by the inappropriate administration of drugs or medications to race horses.

The federal levy on pari-mutuel betting is expected to support a Canadian Pari-Mutuel Agency operating budget of approximately $9.95 million for 2016–17.

Program 3.1: Internal Services

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
149,248,786	149,248,786	147,998,786	121,936,428

The decrease in Planned Spending from 2016–17 to 2017–18 is mainly due to the expiry of the Federal Infrastructure Initiative at the end of 2016–17. As well, Planned Spending decreases from 2017-18 to 2018–19 as the *Growing Forward 2* policy framework funding authorities expire at the end of 2017–18. A successor policy framework is being developed and the funding amount is not yet determined.

Human Resources (Full-Time Equivalents)

2016–17	2017–18	2018–19
1,167	1,133	1,195

Growing Forward 2 funding authorities expire at the end of 2017–18. A successor to the *Growing Forward 2* policy framework is being developed and it is anticipated that Full-Time Equivalents will remain stable.

Planning Highlights

Leverage information and technology capacity to improve business practices

Information management and information technology solutions and investments will continue to be aligned with departmental and Government of Canada priorities. Some key areas of focus will be: the protection and security of Agriculture and Agri-Food Canada's information against increasingly sophisticated cyber threats; collaboration with Shared Services Canada on solutions supporting science; the migration of applications to enterprise data centres; the adoption of enterprise-wide human resources systems; and promotion of Open Government by optimizing the value and reusability of departmental data and information.

The Department's Service Modernization Strategy will focus on delivering timely, client-centric, user-friendly digitally-enabled services by:

- increasing engagement of external clients to inform program policy, design and delivery through a greater variety of client-feedback tools;
- leveraging digital technology to further improve ease of access and increase use of services across service channels (phone, web);
- implementing process improvements to ensure timely delivery of information, programs and services; and
- exploring opportunities to use business intelligence tools that will enhance internal business decision making and support innovation and competiveness in Canada's agricultural sector.

To ensure the healthy workforce needed to deliver these service results and other business priorities, a Wellness Strategy will be implemented that places a focus on mental health, within a holistic range of workplace resources to support employees' physical, psycho-social and personal health. Agriculture and Agri-Food Canada will also implement a new Organisational Design and Classification Strategy to ensure its organizational structure reflects the work and skills needed to achieve organizational objectives and priorities.

Advance the Blueprint 2020 commitment

Agriculture and Agri-Food Canada will continue to make progress on realizing the Blueprint 2020 vision of modernization and transformation with further concrete improvements in the workplace. The Department will focus on its thematic outcomes of leadership, collaboration, and open communication and information flow to realize its goals and fulfil the priorities identified in the Clerk's Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada.

Section III: Supplementary Information

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Agriculture and Agri-Food Canada's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations [xxxv] and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Agriculture and Agri-Food Canada's website.

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	2,287,285,000	2,351,073,000	63,788,000
Total revenues	67,591,000	66,478,000	(1,113,000)
Net cost of operations before government funding and transfers	2,219,694,000	2,284,595,000	64,901,000

The net cost of Agriculture and Agri-Food Canada's operations is projected to be $2.3 billion in 2016–17, an expected increase of $64.9 million compared to 2015–16 estimated results. This increase is mainly due to estimated unused authorities and other adjustments in 2015–16 for Business Risk Management programs, such as Agricultural Disaster Relief Program, AgriInsurance and the *Agricultural Marketing Programs Act*.

Total expenses are projected to be $2.4 billion in 2016–17. The majority of these expenses is in the form of transfer payments under Business Risk Management (56.1% or $1.3 billion) and is related to departmental programs discussed in Section II of this report. Other expenses include $509.6 million (21.7% of total expenses) in Science, Innovation, Adoption and Sustainability and $163.2 million (6.9%) in Market Access, Negotiations, Sector Competitiveness, and Assurance Systems.

Total revenues are projected to be $96.7 million for 2016–17. The majority of these revenues is in the sale of goods and services (74.0% or $71.6 million). Other revenues include $14.5 million in interest (15.0%) and $6.5 million in joint project and cost sharing agreements (6.7%). These revenues are presented net of revenues earned on behalf of government ($30.2 million) in the departmental Consolidated Future-Oriented Statement of Operations.

Supplementary Information Tables

The supplementary information tables listed in the *2016–17 Report on Plans and Priorities* are available on the Agriculture and Agri-Food Canada's website [xxxvi].

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs of $5 Million or More
- Disclosure of Transfer Payment Programs Under $5 Million
- Horizontal Initiatives
- Status Report on Transformational and Major Crown Projects
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years
- Up-Front Multi-Year Funding
- User Fees and Regulatory Charges

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[xxxvii] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Public Information Requests Services
Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, Ontario K1A 0C5

Telephone: 613-773-1000
Toll-free: 1-855-773-0241
Fax: 613-773-2772
Telecommunications Device for the Deaf/Teletype: 613-773-2600
Email: info@agr.gc.ca
Website: www.agr.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities and Departmental Performance Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Reports on Plans and Priorities and Departmental Performance Reports.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] Minister's mandate letter on the Prime Minister of Canada's website
http://pm.gc.ca/eng/minister-agriculture-and-agri-food-mandate-letter

[ii] *Department of Agriculture and Agri-Food Act*, R.S.C. 1985, c. A-9
http://lois-laws.justice.gc.ca/eng/acts/A-9/

[iii] Acts
http://www.agr.gc.ca/eng/about-us/acts-and-regulations/?id=1180107359564

[iv] Portfolio partners
http://www.agr.gc.ca/eng/about-us/partners-and-agencies/?id=1360701203481#a2

[v] Canadian Pari-Mutuel Agency
http://www.agr.gc.ca/eng/about-us/partners-and-agencies/canadian-pari-mutuel-agency/?id=1204043533186

[vi] Whole-of-Government Framework
http://www.tbs-sct.gc.ca/ems-sgd/wgf-ipp-eng.asp

[vii] *2016–17 Main Estimates*
http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp

[viii] *Growing Forward 2*
www.agr.gc.ca/growingforward2

[ix] AgriStability
www.agr.gc.ca/agristability

[x] AgriInvest
www.agr.gc.ca/agriinvest

[xi] AgriInsurance
www.agr.gc.ca/agriinsurance

[xii] AgriRecovery Framework
www.agr.gc.ca/agrirecovery

[xiii] AgriRisk Initiatives program
http://www.agr.gc.ca/agririsk

[xiv] *Canadian Agricultural Loans Act* program
www.agr.gc.ca/CALA

[xv] Advance Payments Program
www.agr.gc.ca/app

[xvi] *Agricultural Marketing Programs Act*
http://laws.justice.gc.ca/eng/acts/A-3.7/

[xvii] Price Pooling Program
http://www.agr.gc.ca/eng/?id=1289934791790

[xviii] Agriculture and Food Trade Commissioner Service
http://www.agr.gc.ca/eng/programs-and-services/list-of-programs-and-services/agri-food-trade-service/?id=1410965065217

[xix] Value Chain Roundtables
http://www.agr.gc.ca/eng/industry-markets-and-trade/value-chain-roundtables/?id=1385758087741

[xx] AgriMarketing Program
http://www.agr.gc.ca/eng/?id=1357941192614

[xxi] Minor uses of pesticides
http://www.agr.gc.ca/eng/?id=1289312847401#id1-1

[xxii] Farm Products Council of Canada
http://www.fpcc-cpac.gc.ca/

[xxiii] *Farm Products Agencies Act*
http://laws-lois.justice.gc.ca/eng/acts/F-4/

[xxiv] AgriInnovation Program
http://www.agr.gc.ca/eng/?id=1354301302625

[xxv] Genomics Research and Development Initiative
http://grdi-irdg.collaboration.gc.ca/eng/

[xxvi] Agricultural Greenhouse Gases Program
http://www.agr.gc.ca/eng/?id=1331047113009

[xxvii] Fostering Business Development
http://www.agr.gc.ca/eng/?id=1359338007173

[xxviii] Farm Debt Mediation Service
http://www.agr.gc.ca/eng/?id=1279223072999

[xxvix] Career Focus Program
http://www.agr.gc.ca/eng/?id=1280434970527

[xxx] *Farm Debt Mediation Act*
http://laws-lois.justice.gc.ca/eng/acts/F-2.27/page-1.html

[xxxi] *Agricultural Growth Act*
http://www.inspection.gc.ca/about-the-cfia/acts-and-regulations/regulatory-initiatives/bill-c-18/eng/1424996545350/1424996811411

[xxxii] Community Pastures program
http://www.agr.gc.ca/eng/?id=1298388156452

[xxxiii] Canadian Agricultural Adaptation Program
http://www.agr.gc.ca/eng/?id=1396016168338

[xxxiv] Pari-Mutuel Betting Supervision Regulations
http://laws-lois.justice.gc.ca/eng/regulations/SOR-91-365/

[xxxv] Future-Oriented Statement of Operations
http://www.agr.gc.ca/eng/about-us/planning-and-reporting/departmental-financial-statements/?id=1281467902385

[xxxvi] Agriculture and Agri-Food Canada website
http://www.agr.gc.ca/eng/?id=1455737253940

[xxxvii] Tax Expenditures and Evaluations
http://www.fin.gc.ca/purl/taxexp-eng.asp